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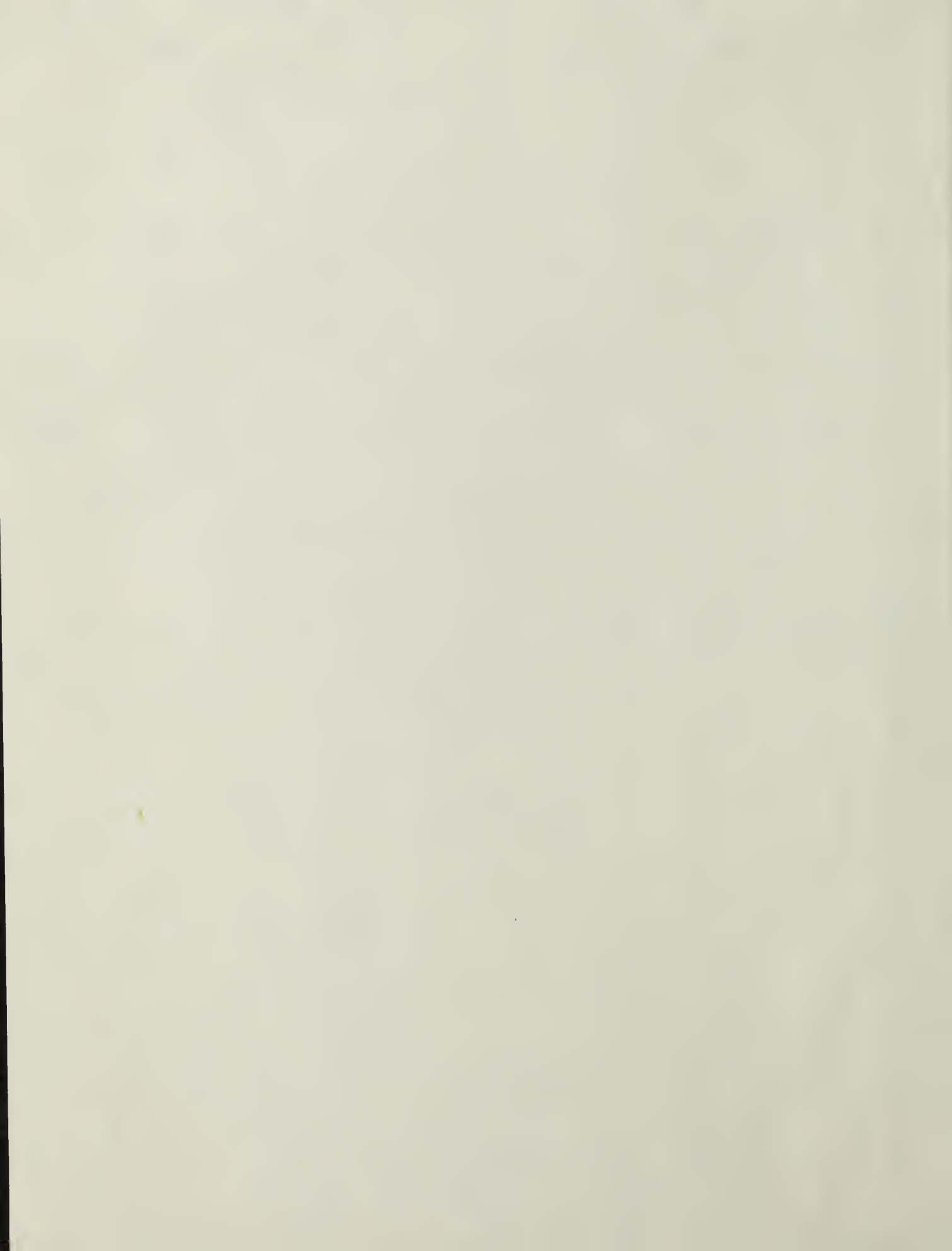


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H E A D V I S O R

NEWSLETTER OF THE ADVISORY BOARD TO THE MASSACHUSETTS BAY TRANSPORTATION AUTHORITY

May 1983 Vol. 1 No. 2

1983-89

NICE WORK IF YOU CAN GET IT:

PART-TIME BUS DRIVERS SAVE MILLIONS

The addition of part-time employees to the T workforce began in 1982, mostly among the ranks of bus drivers. The Authority now has 245 part-time bus drivers who are currently saving taxpayers nearly \$4 million a year in wage costs alone, more than that if fringe benefits are considered. Other part-time employees--primarily trackless trolley drivers and collectors--save additional money. Total savings from part-timers in 1983 may reach \$8 million.

At the urging of the MBTA Advisory Board, the Legislature enacted management rights provisions for the Authority in 1980, a year which saw a cost increase of more than 15% at the T. Total labor costs went up more than \$14 million that year.

Largely because of the T's new ability to contract out work to more efficient private companies and to hire part-time employees, wages paid in 1982 were \$5.4 million less than in 1980--even with 1982 raises for the Carmen's Union.

Part-time drivers were integrated into bus schedules beginning in January, 1982 when 20 were assigned to the Quincy Garage. An Advisory Board staff report, highly critical of the way part-time drivers were scheduled at that garage, nevertheless indicated a significant savings of approximately \$600 per day.

Since then, the number of part-time bus operators has grown to 245 (more than 12 times the original number) and savings have increased to about \$15,000 per day at current wage rates--a 25-fold increase. Each part-time bus driver is now saving the Authority about \$60 per day plus fringe benefits savings.

How?

Before part-timers, 93 bus drivers (10.2% of all bus operators) had schedules which included 1 to 5 hours of free time (so called "scheduled cover"). Straight pay for those totally non-productive hours was more than \$1,700 per day at today's wage rate. Today, scheduled free time has nearly vanished, and the daily cost has been reduced by 94% to \$97.72.

Before part-timers, 229 drivers (25%) drove split shifts and others had work breaks which triggered a bonus (so-called "outside time premium"). The expense for this wage

NEW BOARD OF DIRECTORS MEETS

The new members of the MBTA Board of Directors are wasting no time settling into their new jobs. At their first meeting May 5, the fresh crew dealt swiftly with no fewer than 37 agenda items, including the hiring of a new MBTA Police Chief, William J. Bratton.

According to all accounts, the meeting went quite smoothly. The new Board includes three members confirmed by the Advisory Board, two members from outside the MBTA district, one labor representative and Transportation Secretary Fred Salvucci as Chairman.

One of the Board's top priorities should be "stopping the reactionary

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ROUTE 69 RIDERSHIP DOWN, STUDY FINDS

A recent study of bus route 69, Harvard-Lechmere, has determined that there has been a dramatic loss in ridership since 1976 and that The T's data collection methods may be inaccurate.

The study, conducted by Peter Sheinfeld, was commissioned by the Cambridge Transportation Forum, the Cambridge City Council Transportation Committee and the Cambridge City Manager.

The City of Cambridge contracted with Sheinfeld to perform a survey of the ridership characteristics on the Harvard-Lechmere route, to analyze data and to make comparisons with a similar characteristic count done seven years ago by Sheinfeld. The survey recorded every passenger getting on or off the bus at each stop and the type of fare paid, on four days selected because of the likelihood that those days would show typical ridership.

In the first major finding a comparison of data gathered seven years ago and during April, 1983 indicates a 22.3% loss of weekday passengers, a drop of 37.7% in the number of Sunday riders and use of the route on Saturday by 41% fewer people than in 1976.

Sheinfeld says "the major factor causing people to stop using Route 69 is that they cannot depend on it to perform trips as advertised."

"Missed trips and erratic schedule performance have driven riders to other modes," according to the transportation consultant. In addition to lack of reliability, other causes of ridership loss include inadequate dissemination of service information, poor scheduling and a doubling of fares.

Pass use has jumped from 3% of 1976 riders to 21% of current passengers which may reflect both the growing popularity of pre-paid passes and a loss of non-regular transit users.

In his second major finding Sheinfeld concludes that the T's method of assessing route ridership (peak loading counts) is not valid for all routes and may give inaccurate information on MBTA ridership which contributes to faulty scheduling of service.

While, for instance, an observer stationed at the point where Route 304 (Watertown to Downtown Boston via the Turnpike) enters the turnpike will report fairly accurate data on the number of passengers using that bus, a peak loading count is useless in describing a line like Harvard-Lechmere which is characterized by a significant turnover of passengers all along the route.

Sheinfeld reports that "the characteristic counts conducted in 1976 and 1983 show significant riding which is not aboard a Route 69 bus at a point at which the MBTA might conduct a peak loading count."

The work done by the Sheinfeld team for the City of Cambridge once more points to the need for improvement in the ways the MBTA determines ridership, plans and schedules service, and provides information to users and potential users.

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AN AUDITOR'S REPORT TOO LATE?

The State Auditor released a report on 1981 MBTA activities April 20, 1983--nearly 16 months after the end of the year under review. A number of Advisory Board members have questioned whether a report so long after the fact loses its relevancy. We think the answer to that question is "yes"--and "no."

Cited critically in the report were the program for rebuilding Red Line transit cars using MBTA personnel, weak financial management in the control and verification of expenditures claimed by consultants and by the Boston and Maine Corporation for operation of commuter rail services, poor control over surface line fare collection and accounting, an estimated loss of parking lot revenues and ineffective control over Police Department overtime. Recommendations were made by the Auditor for each of the areas of weakness identified.

The T's response to the report focused on improvements made during the intervening 16 months, and because there have been significant gains since 1981, that response had credibility.

For example, a contract with General Electric Company for the rebuild of 44 Red Line cars at an estimated cost of \$269,000 per car was authorized in March, 1983. A decision to contract out this work at less than half the cost of in-house rebuilds and approximately one quarter the current cost of purchasing new vehicles was properly touted by the Authority.

Nevertheless, it has been apparent for several years that the Authority's own employees were producing neither timely nor cost effective results. "Poor planning," "lack of foresight" and inadequate cost effectiveness studies for major projects were the concerns of the Auditor. Those concerns still have validity and indicate the importance of developing a strong, analytic planning capability at the T.

The audit report mentioned two areas of concern with regard to revenue collection (surface line fare revenue and parking lot revenue), and indicated that the Authority's comments were "responsive" to those concerns.

However, the need for more aggressive and productive "revenue management" has been an increasing focus of the transit industry as public resources for transportation services become more constrained.

Comprehensive revenue management, the responsibility of the Treasurer-Controller's office, is lacking at the Authority. The T's weakness in this important function should not be ignored because of the timing of the Auditor's report. In fact, the report should trigger an evaluation of what steps must be taken to improve this vital area of transit operations.

The Auditor also criticized the lack of verification of expenditures claimed by the B & M Corporation for providing commuter rail services. A report released by the Advisory Board's commuter rail committee in August, 1982 was highly critical of the Authority's lack of review, monitoring or audit of B & M expenses.

Since that time, the Authority requested and the Advisory Board funded a number of audit positions in the Treasurer/Controller's office, two of whom were to be assigned to the Railroad Operations Department (ROD) to verify B & M claims. The ROD has not yet filled the long vacant position of financial manager nor has it been assigned sufficient audit resources to perform adequate verification of B & M expense claims. Potential cost savings in this area are significant, and the Treasurer/Controller has been urged to make resources available for commuter rail expense audits.

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PART-TIMERS

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collateral has dropped from \$8,310.85 per day to \$2,123.05 per day, a 74% reduction in an extra cost which buys no extra service. Fifty-four drivers now have split shifts.

The cost of scheduled (or guaranteed) overtime has dropped 19%, and the cost of a premium paid to drivers who start parts of their workday at two different locations ("swing on allowance") is down 21%.

Other scheduling and cost efficiencies in the use of part-time operators have contributed to the savings.

The use of part-timers is becoming more common in the transit industry because it allows management to schedule the number of people (operators, motormen, collectors, etc.) needed to best meet varying levels of passenger demand (rush hour vs. midday, weekend vs. weekday).

The Advisory Board has asked the MBTA for a full report, due later this month, on its experience with part-timers, including an estimate of the number of part-time employees which will result in the most cost effective service. The changes in weekday bus driver schedules dramatically show the advantages of part-time operators.

They also suggest that additional part-timers would bring significantly more savings. The Healy arbitration award sought to limit the number of part-timers the T can use. Legal counsel for both the Advisory Board and the Authority believe this limitation to be contrary to the management rights statute.

The Authority had planned to increase the scheduled number of part-time operators between the winter and spring schedules, 1983, but has deferred the addition pending court resolution of the legality of the arbitor's decision.

Sixteen additional part-timers had already been included in the schedule for the Albany Garage, reducing daily collateral costs 71% and total garage costs more than 8% since this winter. The number of part-timers at the Charlestown Garage was to have been increased from 26 to 42, but was instead reduced to 9 in order to compensate for additional part-time personnel already scheduled other places. Charlestown's collateral costs have gone up 80% since that reduction and total costs have increased \$1,060 per day.

The current wage rate at the T now results in daily operator pay of \$96.51 plus a fringe benefits package more generous than found elsewhere in the Commonwealth. Nearly all drivers make more than this, however, because of the addition of collaterals and overtime. The average full-time, weekday bus driver is now scheduled so that guaranteed pay is \$102.16 per day, 5.9% above contract wages. The top 5 at each garage average \$116.31 per day, 20.5% more than the contract rate. The top earners are among those still getting paid extra for no extra work.

While the new schedules show dramatic savings, there is more to be done. There are no part-time drivers on rail lines or during weekends. Weekday bus drivers still are paid more than \$4,000 per day in extra pay.

Scheduling inefficiencies abound, such as allowing a full-time driver 1 hour and 40 minutes for a trip formerly done by a part-timer in 1 hour. And there are still some boondoggle runs, like the one at Quincy Garage which has a driver work from 7:00 am to 10:40 am, off duty from 10:40 am to 2:50 pm, and scheduled for free time from 2:50 pm to 7:00 pm. This driver is paid \$18.10 extra each day because the scheduled free time lasts long enough so that the "work" day ends 12 hours after it has begun.

Nice work if you can get it! But, to the relief of taxpayers such jobs are increasingly scarce at the T.

"THE RIDE" TO EXPAND

Thanks to an expansion of equipment availability, and the use of computer technology in service planning, THE RIDE, the MBTA's specialized para-transit service for the handicapped, should be serving many more MBTA communities by the end of this year.

According to Anthony Kinahan of the T's Office of Special Needs, which has authority over the program, a contract awarded in March, 1983 will provide for the delivery of fifteen new wheelchair lift-equipped vehicles between June and August of this year. Currently, THE RIDE, operated by THEM, Inc., (Transportation for the Elderly and Handicapped in Massachusetts) uses 26 vans and 6 mini-buses owned by the MBTA.

THE RIDE is primarily a door-to-door service (transfers are sometimes required in the downtown Boston area). Individuals request their trips by telephone in advance and receive a return call confirming or denying the trip. Each trip costs \$0.75.

Since it was founded in April, 1977, partially as a response to federal regulations, THE RIDE has provided over a quarter of a million trips to handicapped persons who would otherwise have been unable to travel or would have incurred large taxi and/or ambulance fees. Nearly half of all trips on THE RIDE are made by wheelchair users, and over 90% of all trips are of a vital nature; i.e. 45% employment, 40% medical and 6% education.

THE RIDE now serves the following areas: 60% of Boston including Allston/Brighton, Back Bay, Beacon Hill, Charlestown, East Boston, the North End, Roxbury, South Boston, the South End, Dorchester and Mattapan, as well as Brookline and Cambridge. The Downtown Distributor, a fixed-route loop service between North Station and South Station which operates weekdays during working hours, began in March of 1982.

By the end of this year, the MBTA plans to have THE RIDE serving Jamaica Plain, Roslindale, West Roxbury, Hyde Park, Winthrop, Chelsea, Everett, Watertown, and parts of Arlington, Newton and Belmont, Kinahan says.

The Office of Special Needs will soon be initiating computer-assisted scheduling and computer controlled data retrieval systems for THE RIDE. The computer hardware was received during the first week of April; however Kinahan explained that the Office of Special Needs is still searching for a satisfactory software program. Use of a computer should reduce advance notice time significantly and increase the capability of handling immediate response trips.

NEW BOARD

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cycle of the way the T deals with communities and institute a preventive cycle," says Melissa Tillman, of Boston, a financial and insurance planner for the Ellison Agency, an affiliate of New England Mutual Life.

Tillman, who represents the inner 14 cities and towns of the MBTA district, notes that all the new members bring with them proven responsiveness to community concerns and needs. She is a former director of educational services for Action for Boston Community Development.

Jim Smith, the seasoned transportation veteran of the bunch, notes, "I know the frustration of what the cities and towns go through. We as a Board must be responsive and responsible to the citizens of those communities," he says, "and we must make sure the consumers get the maximum amount of safe, efficient service for their transit dollar."

A third Advisory Board representative, Melba Hamilton of South Boston, echoes Smith's comments, stating, "public service and cost effectiveness are the most important priorities."

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Hamilton was chosen by Governor Dukakis in large part because of her solid background in community advocacy. She is a work site supervisor for the Boston Housing Authority and past employment director and public relations specialist for the South Boston Community Development Corporation.

She also expresses concern that "whenever the T puts something into a community, they should touch base with that community first."

Scott Stearns a Realtor from Springfield and a representative from outside the T district, says he is excited by the challenge of his new position, noting his priorities of increasing T revenues, improving security and creating greater public acceptance of the MBTA.

Accomplishing these goals, he says, will be the best way to combat the T's public relations problems.

The other out-of-district Director is Judith Robbins a city councilwoman from Attleboro and a consultant and management director with the Massachusetts Municipal Association. She says one of her priorities will be "to try to make the system accessible to as many people as possible in as many areas as possible."

William Irwin, labor's representative to the Board, says he shares the notion that improvement of service should be the Board's top priority, but notes the real fiscal constraints the Authority must encounter first.

Irwin is an international staff representative of United Steelworkers of America, AFL-CIO. He lives in Melrose.

The Board members, who are paid an annual salary of \$7500, meet formally twice a month, but by all indications will be putting in a lot more time in guiding the T on a track to improved service.

RAPID RAIL IMPROVES

Service performance along the MBTA's Red, Orange, and Blue Lines is showing signs of improvement.

Red Line missed trips, which had been running as high as 7% of those scheduled during late February and early March are now averaging 3.4%. The incidence of Red Line vehicle breakdowns, while still affecting one out of every five Red Line trips, has improved since February when breakdowns affected nearly 30% of all Red Line trips. In line with this, the Red Line rush hour car shortage has dropped from a high of nearly 13% during the week of February 11 to roughly 6%; still quite serious, but a welcome improvement nonetheless for Red Line passengers.

Orange Line performance has been steadily improving since January. During the first three weeks of 1983, more than 2% of Orange Line scheduled trips were missed. That number has fallen to less than one-half of one percent as of May 6. The rush hour equipment shortage has been eliminated and breakdowns have been reduced to less than 5 of every 100 scheduled Orange Line trips.

The Blue Line, now undergoing major reconstruction between Logan Airport and Orient Heights provided satisfactory service during the first quarter of 1983 with missed trips running 1-1.5% of those scheduled. Since the reconstruction program began, Blue Line service performance has declined somewhat with missed trips averaging over 3.5%. Throughout the planning process for the Blue Line project, MBTA officials stressed their commitment to full rush hour service with minimal delays and single-track off peak service again with minimal delays.

There have been a number of occasions when that commitment has not been fulfilled, particularly during the morning rush hour. We have been assured that more stringent surveillance by MBTA Construction officials should result in fewer and shorter delays.

Short Runs

Reports for the first quarter of 1983 indicate that Authority expenditures for overtime are 59% over the approved budget. Management rights legislation gives the T power to control overtime abuse, yet 20,000 more overtime hours were paid for during January, February and March of 1983 than during those months last year. Four departments are more than 100% over budget: Executive, Engineering and Maintenance, Materials, and (you guessed it) Police (see story p. 3).

* * *

New MBTA Police Chief WILLIAM J. BRATTON, speaking at a press conference following his appointment by the MBTA Board of Directors on May 5, indicated he would seek closer cooperation between municipal police departments and the T

police force as one of the means to improve public safety on the system. While not precluding a future request for additional officers, Chief Bratton said the expense of such personnel and the fact that public safety on the T was not a separate issue from public safety in the municipalities where the T operates dictates a close look at other means to stretch available crime-fighting resources.

* * *

The first meeting of the new MBTA Board of Directors may have contained an important clue to its future actions. After making decisions on a number of issues, the Board deferred authorization of the purchase of new bus passenger shelters when it became apparent that the Authority had no clear policy for their location. Staff was

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AUDITOR'S REPORT

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The Auditor found control of Police Department overtime to be ineffective. There is no indication that this problem has been corrected since 1981. While approximately 1% of Authority personnel are MBTA Police, fully 25% of the 105 employees paid more than \$8,000 in overtime during 1982 were Police Department personnel.

Each officer claimed nearly 40 full days of overtime. Records show that more than \$300,000 (18% of Police Department wage expenditures) was paid in overtime to T Police on "detail" work--directing traffic, guarding T equipment etc., a use of MBTA Police which the Advisory Board Finance Committee has said detracts from its primary function--maintaining the safety of T riders.

The Advisory Board increased the budget for the MBTA Police Department by 21% in 1983 in order to add uniformed patrolmen to improve public safety. It also called again for decreased Police Depart-

ment overtime.

For the first three months of 1983, the MBTA Police Department has exceeded its overtime budget by 164%, spending 66% of its annual budget in the first 25% of the year. New Police Chief William J. Bratton, appointed May 5, 1983 and scheduled to take command May 23, will have to address the overtime problem immediately.

A more timely audit report would be more relevant because the Authority has made more improvement in some areas than in others, and those improvements tend to mask the need for better performance in areas which remain weak. In commenting on the report, Auditor Finnegan indicated he felt the Authority deserved a better grade than he gave it the previous year, but that there was more to be done.

The Auditor's report, though less useful than it might have been, was not too late in pointing to things the T can do better.

Short Runs

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asked to develop policy options before the Board voted on the contract authorization, a possible signal that this group intends to see that the Authority has clear policy guidelines for its operations.

* * *

Work hours lost per employee due to industrial accidents have risen 15% above first quarter 1982 levels and 11% above average quarterly loss for 1982. What happened to the Authority's 1983 goal of 25% reduction in industrial accident hours lost?

Though sick hours lost per employee are down 9.8% from the first quarter of 1982 they are up 2% over the average quarterly loss for 1982.

The Police Department merits special attention, recording an outrageous 67% increase in absenteeism

per employee for the first three months of 1983 over their average quarterly loss for 1982.

* * *

An Advisory Board staff member recently inquired as to why a gateman was on duty in the collector's booth at Bowdoin Station during hours when that station is closed to boarding passengers. The initial response was that the station was closed to entering passengers during hours of limited potential use in order to save money that would have to be paid to a collector. The gateman (a job classification with the same wage rate as that of collector) was there to inform passengers of this fact. The next day brought a better response --the gateman had vanished.

MBTA Advisory Board

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T H E A D V I S O R

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December 1983 Vol. 1 No. 5

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Arts on the Line Program Places Artworks in T Stations

Passreaders Fail

What costs \$1.2 million to buy, \$400,000 a year to maintain and malfunctions 16% of the time? If you guessed the electronic pass reader system at the T, go to the head of the class.

Since the pass reader system was installed in 1980, the Advisory Board has run periodic spot checks on its functioning and has questioned its reliability. At the request of the Authority's Board of Directors, the Operations Department has been collecting performance data on the readers and their controllers, the mini computers which command the actual readers. The T's figures show an average failure rate ranging from 11% on the Red Line to 22% on the Green Line. Advisory Board spot checks of fare collection equipment in November and December gave results not inconsistent with the Authority's reports.

The pass reader problems appear to center in the controllers. In October of this year the MBTA hired Dynatrend Corporation to investigate the system's failure and to recommend corrective action and a maintenance routine to assure continuing reliability. The consultants have finished data gathering and are about to test the first of three possible remedies, insulating the controllers from electromagnetic interference. It may be six months before the full range of remedial options is fully explored. If Dynatrend's analysis is not successful in significantly improving performance, informed sources say that purchase of a totally new system may be considered.

When the current monthly pass program was started in 1976 with an average 15,000 monthly buyers, a pass holder showed his pass to an attendant and entered the station via the gate or

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Not many people enjoy waiting in subway stations, but a new program, called Arts on the Line (AOTL), will make that time much more enjoyable. All stations scheduled for major construction will, in the future, resemble miniature art museums.

The Arts on the Line program was begun in 1978 when the Cambridge Arts Council, in conjunction with the MBTA, asked the Department of Transportation for federal funds to place art in mass transit stations. The money was approved, and Arts on the Line became the most extensive public transit artwork project in the country.

ATOL believes that the artists must become involved early in the planning process and that art must be site specific. Art committees are established for each station, composed of station architects, representatives of the MBTA, members of the community, local business people, and historical society members. Ideas about what kinds of artwork would best suit the

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Part of Mags Harries' Glove Cycle - Porter Square

T Phones: Dead Ringers

It's 7:30 on a Monday morning. You have an important meeting near Coolidge Corner at 9:30 and know that traffic may be heavy and parking will be a problem. Public transportation is the obvious solution. A quick call to the T's travel information line should provide the information needed to make appropriate travel connections.

But a quick call for travel information is easier to contemplate than accomplish. 722-3200 is the number, found with some difficulty either in the blue pages under "Authorities" or in the Community Services section of the phone directory.

Typically, a caller receives a busy signal, especially during peak morning travel hours, stormy weather or when many people are checking on reported service delays. A second, or third or subsequent try usually connects to a recorded message indicating that questions will be answered by the next available operator. A survey by Advisory Board staff indicates that the average waiting time for the "next available operator" is eight minutes. In some instances, surveyers waited as long as twenty minutes. Most callers would not stay on the line that long.

The T has eight phone lines for incoming travel information calls and four full time employees to cover those lines from 6:30 a.m. to 6 p.m. The Advisory Board survey team found that when operators were reached, they were well informed, quick, accurate and effective in answering questions. The four operators work staggered hours. All four are on duty only between the hours of 9:15 to 11:00 AM and 1:30 to 3:15 PM, even though the peak period for receiving calls is from 6:15 to 9:30 AM.

More than a year ago, the MBTA Advisory Board authorized funds for nine additional part time telephone operators. None has yet been hired. The Authority's explanation for the delay is "bureaucratic paperwork", an explanation which does not speak well for the publically funded Authority, free from many of the "bureaucratic"

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T Spending

MBTA spending has doubled in the last ten years, from \$215 million in 1975 to \$431 million in the approved budget for fiscal 1985. A perspective on MBTA expenditure over this period is found in the accompanying graphs. The one on the right shows actual MBTA expenditures broken into three components. The graph on the left is MBTA real spending (adjusted for inflation) using constant 1975 dollars.

The largest of the three components is the cost of services delivered by MBTA personnel and equipment. It includes wages, fringe benefits, materials, fuel, injuries and damages, and taxes. The second component is contracted service - the net cost of commuter rail and local service delivered by private carriers, both of which are subsidized through the Authority. The final component is debt service on bonds and notes. The three combined give total MBTA operating expenditures.

The graph of MBTA real expenditures in 1975 dollars was calculated using a price index developed by the federal government for the goods and services state and local governments buy. The reason for using this index instead of the more common CPI is that MBTA spending more closely resembles state spending than consumer spending.

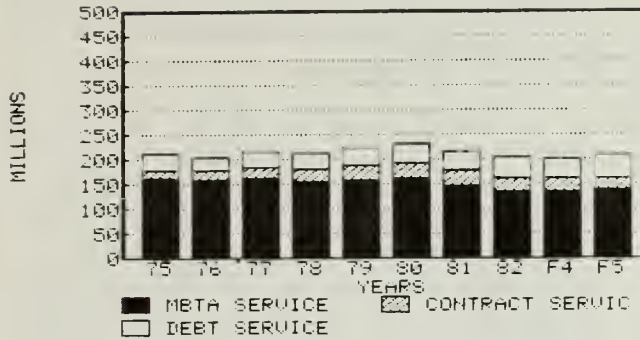
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MBTA EXPENDITURE: REAL

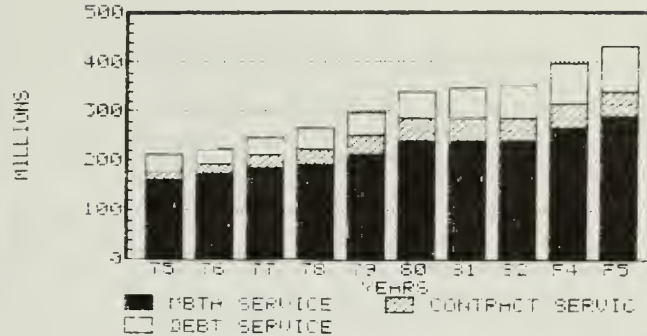


The spending index itself is more stable than the CPI because prices of government purchased goods and services tend to fluctuate less than consumer prices. The deflators for 1984 and 1985 are estimates which follow the trend of moderate inflation.

The graph of real expenditures shows two distinct periods. The first is a gradual increase from 1975 to 1980. The second period which begins in 1981 and continues until fiscal 1984 shows a decrease in real spending. Real costs in fiscal 1985 appear to be increasing, although the 5% estimated rate of inflation for fiscal 1985 may prove too low. The reversal in direction in real spending in 1981 is due to the passage of Proposition 2 1/2 and management rights (Chapter 581) which took effect in that year.

Since 1975, the relative proportion of the components in the MBTA's budget has changed. The percentage of

MBTA EXPENDITURE: NOMINAL



expenditure on MBTA service has fallen from 76% of total cost in 1975 to 67% in the approved 1985 budget. In inflation adjusted dollars, the cost of T provided service has decreased, and the MBTA is spending a higher percentage of its budget on contracted service and debt. Expenditure on service provided by others has risen from 7% in 1975 to 12% in fiscal 1985. Debt spending has risen from 17% to 21% over the same period.

The spending limitations of 1981 have been effective in curbing growth of MBTA budgets. In inflation adjusted dollars, expenditures authorized for fiscal 1985 are nearly the same as they were a decade ago. However, the proportion of the budget spent on service delivery has declined, raising a question of whether the increasing cost of bonds to finance extensions and improvements is "crowding out" funding for service or whether greater operating efficiency has allowed increased attention to maintaining transit infrastructure.

Service Changes

Changes in MBTA service affecting nine bus routes will take place on Sunday, January 1, 1984.

ROUTE 6 HAYMARKET-ARMY BASE Route 6 buses will be rerouted within the Boston Marine Industrial Park to serve new tenants in the complex.

ROUTE 15 KANE SQUARE-DUDLEY Heavy early morning ridership warranted the addition of a 6:07AM inbound trip.

ROUTE 57 WATERTOWN-KENMORE Heavy ridership in the Oak Square area during the time when schools are let out necessitated the addition of a 1:35PM trip from Oak Square to Kenmore.

ROUTE 71 HARVARD SQUARE-WATERTOWN Peak hour frequency will increase from a departure every 7 minutes to 6 minutes. During off-peak periods, departures will be every 16 minutes instead of every 12. Individual trip times have been adjusted to increase

AOTL from p.1

stations are taken from each group and reviewed by an art jury.

Art juries are made up of leaders in the field of public art, chosen after an intensive search in which recommendations for jurors are taken from leading schools and museums in the area. A different jury is chosen for each station, and members are paid a token stipend for their work. The art jury decides what type of art will be best received in the particular transit station and puts out a call to artists who place examples of their works in a slide registry. The registry now contains the works of over 650 artists and forms a pool from which artists are chosen.

The artists develop proposals and AOTL acts as liason among the T, the community and the artists to assure that proposals are workable and acceptable. AOTL secures maintenance and copyright agreements for the T and works with the artists and general contractors to iron out plans for installation of the artworks.

Twenty-two artists, some of national and international prominence, have negotiated contracts with the MBTA. Some of the works scheduled to appear in or at stations include ten life size statues at Davis Square which depict members of the local community, bronze floor tiles at Alewife Station which picture plants and animals indigenous to the Alewife area, and photo murals of Dorchester people planned for Ashmont Station.

Pallas Lombardi, Director of Arts on the Line, believes that transit stations can and should be comfortable and enjoyable places. Since there aren't as many parks, trees and gardens as there once were, Lombardi believes people look to decorative arts as a way of returning to those pleasures. Lombardi also says the program supports works that are long lasting and functional as well as of high quality.

For the MBTA, the program offers a chance not only to make a more attractive environment for its commu-

ters, but to work with the communities involved. The T hopes that by incorporating neighborhoods into the planning process it can develop attractive stations which will be a valued part of the community.

A major concern of many who hear about the program is that vandals will destroy the art. Pallas Lombardi dismisses this danger, saying it is rare that public art is destroyed. AOTL and the T also feel that community involvement in the program will help minimize vandalism and graffiti.

Since this program is federally funded, there is little cost to the MBTA. The benefits, on the other hand, are many. By 1986 the T will own 35 major works of art. Twenty stations will have artwork displays. And perhaps the most important aspect of Arts on the Line is that it offers the T a unique opportunity to serve its riders and its communities.

In the future, people may ride the T simply to see the station art.

Budget Approved

At its November meeting, the MBTA Advisory Board authorized the expenditure of \$352 million in T operating costs, exclusive of bond debt service, for the fiscal year beginning in July, 1984. The amount is 6.5% higher than that allowed in the previous year. Arbitrated wage rate increases (\$9.7 million), the scheduled opening of the Red Line to Alewife in January of 1985 (\$2.8 million), rising health insurance costs (\$3.4 million) and increased maintenance expenses for commuter rail (\$3.3 million) account for most of the \$21.6 million increase in the operating budget.

The items of the budget which cover interest and principal payments on bonds which finance capital improvements and expansions represent the largest percentage increase in the F.Y. 1985 budget, growing 15.5% to \$79.3 million. The addition of this amount brings the total approved MBTA budget to \$431.3 million.

Passreaders from p.1

the S-box turnstyle (those at collectors' booths). By 1979 the pass program had mushroomed to 58,000 monthly buyers, and the logistics of subway entry at rush hour became an increasing problem.

The main purpose of the then proposed pass reader system was to ease entry to the subway system at peak hours while maintaining control over fare evasion. The system was designed to be compatible with the existing token/turnstyle arrangement. When the T's system was designed, there were no comparable systems in operation anywhere in the country. Even today, according to Budget Director Dick Brown, no firm has a long term track record of success with installing and servicing such systems, making it difficult to evaluate vendors, predict maintenance costs and set standards for performance.

Any fare collection system or subsystem (such as pass readers) which is designed to manage rider entry to the subway should be consistent with and supportive of four objectives: (1) fare maximization - comprehensive collection of and processing of fares; (2) convenient, speedy access for patrons to the system; (3) the ability to audit all the revenues handled at each station; (4) collection of ridership information to aid in planning and the efficient allocation of resources. Also, as a matter of course, any system should minimize cost. The existing system, were it working reliably, is now consistent only with objectives 1 and 2.

Given the high rate of failure of the pass readers and even greater failure of the S-box turnstyles (51% in our spot checks), the mistaken rider practice of manual transmission of turnstyle readout data and the widespread use of open gates during rush hour, the MBTA's current fare collection system meets none of the above objectives. In fact the pass reader failures should be viewed as only a symptom of a much larger problem: the lack of a well thought out, comprehensive fare collection system. Any long run remedy for malfunctioning pass readers should be determined in a context in which the total fare collection system is evaluated.

A plague of mechanical failures, the lack of comprehensive planning and the fractionalization of responsibility for fare collection has made the overall system a patchwork of odd pieces which do not fit together. The selection of a new Treasurer/Controller gives the Authority an opportunity to place greater emphasis on revenue management, of which fare collection is an important component. It is hoped that the Board of Directors and the General Manager will instruct the Treasurer that overhaul of the fare collection system is a top priority.

City & Town T Costs

Bills are out to the 79 cities and towns in the MBTA district for \$97.4 million, representing 26.7% of the costs of the transportation authority in calendar year 1982. The City of Boston picks up the biggest tab at \$41 million; the town of Sherborn, the smallest at \$55,112. Other communities' costs fall into the following ranges:

<u>No. of Communities</u>	<u>More Than</u>	<u>Less Than</u>
8		\$100,000
40	\$100,000	\$500,000
13	\$500,000	\$1,000,000
16	\$1,000,000	

The deficit was offset by \$106 million of MBTA income in 1982, 29.1% of costs. Other sources of public support for the transit system are:

<u>Source</u>	<u>Amount</u> (in millions)	<u>% of Costs</u>
State Aid	\$91.6	25.1
State Capital Bonds	\$40.7	11.1
Fed. Subsidy	\$16.2	4.4
Fed & State R.R. Assistance	\$13.0	3.6

Agency Moves

The MBTA Advisory Board office is moving to the Walker Building at 120 Boylston St. on January 3, 1984. The Board had been one of the agencies slated to move to the new Transportation Building in Park Square. It determined, however, that its independence might appear to be compromised in such a location, a little as if the Boston Municipal Research Bureau had offices in Boston City Hall.

Executive Director Lewjean Holmes believes that 120 Boylston is an ideal location for the Board, close to the transportation library, conference center and other facilities in the new building, yet with a separate address.

The new Advisory Board office overlooks the Transportation Building and Boylston Place, the pedestrian walk which will be a major access route to the new building from downtown locations. (See rendering below) The owners of 120 Boylston, the transportation building and other abutters plan brick paving and landscaping of Boylston Place which will add to the character of the area.

The new address of the Advisory Board will be Suite 504, 120 Boylston Street, Boston, 02116.

Changes from p.3

reliability. All service until 7:30PM on Weekdays and Saturdays will run through to North Cambridge.

ROUTE 73 HARVARD SQUARE-WAVERLY
Light ridership during off-peak periods is the reason for a reduction of Waverly service from every 12 minutes to every 16 minutes.

ROUTE 75 HARVARD SQUARE-MT AUBURN SHUTTLE To maintain reliable service during peak periods, one bus will be added to the shuttle service operated on weekdays between Harvard Square and Mt. Auburn St. @ Belmont St.

ROUTE 77 HARVARD SQ-ARLINGTON HEIGHTS
Trip times in excess of actual needs had resulted in non-productive layover time at each end of the route. The new timetable will reduce the allowable time, saving one timetable run and one vehicle.

ROUTE 211 QUINCY STA-SQUANTUM Community concerns that the last Route 211 trip was scheduled too early should be addressed by the addition of a 6:30PM departure from Quincy Center.

ROUTE 426 LYNN-BOSTON VIA CLIFTONDALE
Request from Saugus passengers for earlier service from Oaklandvale has been approved in the form of a 6:00AM departure from Oaklandvale.



T Phones from p.2

features of most public sector personnel systems. The T now reports that it plans to hire three additional operators in December, 1983 and the remaining six "as soon as possible".

Hiring part-time operators is long overdue. But inadequate staffing is only part of the problem. The T has no system for determining which waiting caller is first in line. As a result, one person can wait twenty minutes for the "next available operator" while another, who called later, is receiving information. There is no accurate way to know how many calls are received, how many are "lost", to monitor types of calls, or to know how much time is spent answering each kind of information request.

Calls to transit systems in Philadelphia (SEPTA), Springfield, MA (PVTA), Washington, D.C. (METRO) and Louisville, Kentucky (TARC) revealed that all but the Springfield system (the smallest surveyed) used computerized systems to monitor calls and place them in sequential order. All of the systems provided information services during more hours of the week than does the MBTA.

The percentage of lost calls reported was 8% at SEPTA, 17% at Washington METRO and "minimal" at other authorities surveyed. MBTA officials concede that as many as 45% of incoming calls to the T's information line may be "lost".

Washington METRO is the only surveyed system which reports a waiting time of more than one minute. The Authority estimates its average through time at 5 minutes. The Advisory Board survey found an average wait of eight minutes for calls which eventually reached an MBTA operator, although 80% of our calls resulted in busy signals or disconnections.

The Authority reports that an Automatic Call Distribution System (ACD) will be installed when the Authority moves to the new Transportation Building in January. This system will allow a greater number of incoming calls, enable operators to

answer calls in the order received, provide multiple announcements to callers on hold and supply the Communications Directorate with more precise information about the number and nature of calls received. T personnel believe the system will reduce both the number of lost calls and the time it takes to reach an operator.

This system and the hiring of additional operators should make the Authority more responsive to callers who need information on how to use the T. We hope that these changes are not hampered by the "bureaucratic paperwork" which has tangled T plans in the past. A follow-up survey will be done in the Spring to monitor improvements.

Quick telephone information service is not now available to MBTA passengers, and a number of riders and potential riders have surely been "lost" to the T because they could not get through to 722-3200. Better information service is funded; better information service is expected.

Overtime

Two hundred and eighty five people, earning \$500 per week from July 1 through October 28, could have worked for the MBTA. Instead the Authority spent \$2,444,043.34, more than double its authorized budget, on overtime, at an average rate of \$19.36 per hour. Non-operating departments were 62% over budget; departments with operating responsibilities, 112% over budget.

During a comparable period in 1981, before management rights prerogatives allowed the Authority broad control over the assignment and use of overtime, the T paid for 77,699 overtime hours. This year 126,219 hours of overtime have been paid. Possible causes of and cures for the T's overtime problem will be explored in a future issue of the Advisor.

SHORT RUNS

The T is talking, and it makes a difference. Although some of the station announcements are hard to understand and rude employees who don't know who they work for are still found, there is some real creativity among the ranks of drivers. Our current favorites are those who tell the "time at the tone" and the operator who gives estimated time of arrival at Riverside along with weather conditions passengers can expect upon leaving the train and altitude (10 feet below Copley Square). He also, of course, announces each station and reports any delays on the line.

Keep on talking, T!

The largest percentage increase in hours lost due to industrial accidents is in the Police Department which, in the first 9 months of the year, lost almost two full weeks (78 hrs) for each man on the force, a rate 211% above 1982. Engineering and

Maintenance was in second place with an increase of 20%. Hours lost at the Authority through September because of industrial accidents equaled 148 man years of work, a 17.9% increase over time lost in 1982.

MBTA service performance statistics continue to show satisfactory bus service, with well under 2% of scheduled trips missed. Rapid transit and street car reliability, however, remains insufficient, particularly on the Red and Blue Lines. The Authority has indicated that construction related Blue Line service delays will have ended in December. Peak period throughput (a measure of passenger carrying capacity) on rail lines is at or above 90%, an improvement from September, but below the level of service which riders should expect from the T. Commuter rail continues to provide reliable (if increasingly crowded) service.

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T H E A D V I S O R

NEWSLETTER OF THE MASSACHUSETTS BAY TRANSPORTATION AUTHORITY ADVISORY BOARD

February 1984 Vol. 2 No.1

KUDOS TO THE MBTA DECISION MAKERS WHO MOBILIZED AN EFFECTIVE RESPONSE TO THE BRIDGE FIRE WHICH CUT OFF NORTH STATION TO COMMUTER RAIL TRAINS. THE QUALITY AND SPEED OF THE T'S DECISIONS INDICATE THAT ENERGY WAS FOCUSED ON THE COMMUTER'S PROBLEMS AND THAT A LARGE NUMBER OF PEOPLE WERE ABLE TO WORK CREATIVELY TOGETHER. CONGRATULATIONS TO THOSE WHO HAD A PART FOR A TOUGH JOB WELL DONE!

GOVERNMENT DOCUMENTS
COLLECTION
MAY 21 1984

T: X-Way Options

University of Massachusetts
Depository Copy

Plans are being finalized for the MBTA to provide increased and alternative transportation services while the reconstruction of 8.3 miles of the Southeast Expressway are being finalized. Beginning March 19, two lanes of the major artery will be closed, four lanes will be open in the peak direction and two lanes will be available in the non-peak direction. It is anticipated that loss of one half of off-peak direction capacity and the use of two reversible lanes will be disruptive to expressway users, and that the already crowded Red Line will not be able to absorb all those who may seek an alternative to driving.

Under an interagency agreement, the MBTA will be the primary contracting agent for a number of services to be paid for by the MDPW as part of the cost of the reconstruction project. According to a plan submitted for funding to the Federal Highway Administration, these services include "additions to the private operator express and feeder bus service in the corridor, additions to MBTA feeder service to the Red Line, increased commuter rail service, increased commuter boat service, a joint pass program with private bus and boat operators, and additional Police for crowd control on the Red Line". The Authority also organized and jointly spon-

Fare Increase

EIR/SIR Results

A final Environmental and Socio-economic Impact Report on the 1981 fare increase is ready for release by the MBTA. It is to be submitted to the Secretary of the Executive Office of Environmental Affairs and made available to the public. The document is one of the measures required in a 7/31/81 agreement between General Manager O'Leary and the EOEI Secretary, John A. Bewick which specified actions to be taken in implementing and evaluating a fare change proposed during the summer of 1981. According to the agreement, the report was to "initiate a continuing process of evaluation of the relationship between fares, quality of service, and environmental factors..."

The document, prepared for the Authority by the Central Transportation Planning Staff, has itself been something of a "continuing process". It was to have been completed by July 1, 1982, but innumerable data problems and requests by the Authority for revisions have delayed its release. A companion Management Practices Study is dated October 29, 1982.

The report details the effects of the fare change on the level and composition of ridership, on air quality, energy consumption and the MBTA's ability to meet the needs of various

T Board Actions

The Advisor will report periodically on selected activities of the MBTA Board of Directors, the seven member governing body of the Authority. This Board meets regularly, usually every two weeks and its actions are central to the determination of transportation policy, to the operation of transportation services, and to the proper expenditure of nearly \$1 billion in the Authority's capital and operating budgets. During the first three meetings of 1984, the Board authorized expenditures totaling \$38,677,862.57.

Among the decisions made at those meetings were the following:

- * Authorization of the lease/purchase of 60 commuter coaches from the Government of Ontario Transit to increase the capacity of the Authority's commuter rail system.
- * Authorization of a contract with Raytheon for the purchase of word processors/microcomputers as part of the ongoing program to develop a functioning management information system and increase productivity.
- * Authorizations for contracts for renovations to the Albany Street bus garage and for architectural/engineering design of a new, relocated Lechmere Station and the Malden Center Station Pedestrian overpass as parts of a program to upgrade transportation facilities.
- * Authorization of a consultant contract to investigate wheel wear on Blue and Orange Line cars and derailments on the Blue Line.
- * Authorization of a \$21.9 million contract for signal systems on the new, Southwest Corridor Orange Line.
- * Request for an update on the work of a consultant hired for administration of workers compensation claims.

to p.5

Sale/Lease Saves \$

In January MBTA General Manager James O'Leary announced the receipt of \$741,165 from the late December sale and lease-back of 51 transit vehicles. Amtral, Inc. of West Warwick, Rhode Island the purchaser of vehicles, will receive certain tax benefits from the transaction; the Authority will realize a lower purchase/use cost than otherwise possible. The savings are reflected on the T's CY 1983 Net Cost of Service.

Sale/lease-back is a financial instrument available to public transit authorities under current tax laws which allows a non-taxed agency to utilize some of the tax benefits of depreciation usually available only to taxed firms. By selling the tax shield from major equipment purchases to a private firm with a high marginal tax rate and leasing the equipment back, the T can lower its total costs.

This is the third year in which the T has been able to use this financing technique for a cumulative savings of \$4.5 million. As new and refurbished rolling stock arrives at the Authority, more sale/lease-back transactions will be attempted. As the T gains further experience with the timing and particular market conditions of these transactions, savings may increase.

T H E A D V I S O R

The Advisor is published by the staff of the MBTA Advisory Board which represents seventy-nine Mayors and Boards of Selectmen. Antonio J. Marino Chairman.

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Officers Elected

The annual meeting of the MBTA Advisory Board was held on February 17, 1984. Board officers and members of the Executive Committee were elected as follows:

BOARD OFFICERS

Chairman Antonio J. Marino, Lynn
Vice Chairman Henry Hersey, Needham
Vice Chairman Eugene Brune, Somerville
Clerk Richard Easler, Cambridge

EXECUTIVE COMMITTEE MEMBERS

Mr. Donald Marquis, Arlington
Mr. Robert Winterhalter, Ashland
Mayor Raymond L. Flynn, Boston
Mr. Richard T. Leary, Brookline
Mr. Richard Easler, Cambridge
Mr. Louis F. Eaton, Jr., Cohasset
Ms. Ellen P. Fisher, Concord
Mayor Edward G. Connolly, Everett
Mr. John Weaver, Holbrook

Mr. Stephen Politi, Lexington
Mayor Antonio J. Marino, Lynn
Mr. Edmund Tarallo, Malden
Mayor James E. Milano, Melrose
Mr. Henry Hersey, Needham
Ms. Joan F. Young, Newton
Mr. Francis Murphy, No. Reading
Ms. Bernice D. Staller, Norwood
Mr. Paul Anderson, Quincy
Mayor George Colella, Revere
Ms. Eleanor Seaton, Scituate
Mayor Eugene Brune, Somerville
Mr. Michael Burke, Waltham
Mr. Peter F. Boyer, Watertown
Ms. Marcia P. Crowley, Wayland
Mr. Edward Dickson, Weston

Sick of Work

Absenteeism at the T reached new heights in 1983. An analysis of recently released figures shows that days lost per employee (full time equivalent) have again increased. In 1983 the average employee at the Authority lost 20.6 days because of illness, accident or other absence. In 1980 the average loss was 14.1 days. The increase has been constant since then.

Days lost to industrial accidents is the fastest growing component of absenteeism. Since 1980, the loss in this category has jumped 164% from an

average of 3.2 days per employee to an average of 8.4 days per employee. For an agency with more than 6000 full time equivalent personnel, this category of absence translates into more than 50,000 eight hour days of potentially productive labor lost because of claimed work related accidents.

The MBTA Board of Directors recently requested a report on administrative efforts to control abuses in Worker's Compensation claims. They should be encouraged to take a long, hard look at industrial accident absence.

Fare Increase from p.1

groups of users. It also discusses alternative fare structures and mitigating measures to reduce the adverse impacts of fare increases, and presents a series of recommendations.

Fare-mix sampling during a ridership survey in November, 1981 provided data for analyzing ridership and, to some degree, socioeconomic and environmental impacts. Modeling techniques were used to assess changes in air quality.

Among the findings and recommendations contained in the Report's Executive Summary are the following:

- Although the Authority's 7/31/81 projection of additional fare revenue was \$24.4 million, the actual revenue increase was \$9.5 million. The difference was due, in part, to some alterations to the originally proposed fare change. "The principal reason for the difference between the actual and projected revenue increases was limitations in the MBTA's revenue/ridership data base and associated errors in estimation." (p. 23)
- The net loss of average weekday ridership from November, 1980 to November, 1981 was approximately 15%. The report attempts to quantify changes in ridership due to service reductions in early 1981, due to fare increases and decreases and among various categories of riders (those using a particular transit mode or payment method, belonging to a particular socioeconomic or target user group, etc.)
- The fare increase seemed to have the least impact on riders who use rapid transit only and who have higher incomes and the greatest impact on low income riders using buses or combined rapid transit and bus service. (This finding raises obvious questions about decisions to lower only rapid transit fares in order to reduce harmful effects of the fare increase.)

- Negative air quality impacts from estimated increased auto use were estimated to be great enough to require implementation of all planned control measures in order to meet 1982 air quality goals.
- "Problems associated with monitoring the access at rapid transit stations hindered the data collection activities (needed to evaluate the effects of the 1981 fare increase) and included malfunctioning turnstiles and passreaders and the and unauthorized use of gates. ... Generally, all revenue data available has tended to be somewhat inaccurate... . The absence of a reliable data base prior to 1981 hampered efforts to estimate the impacts of the fare increase on revenue and ridership...." (p.27). Malfunctioning turnstiles and passreaders create problems for both ridership estimation and revenue control." (p.28).
- The report recommends the establishment of fare revenue goals as a percent of operating expense and an annual review of these goals early in the budget process to allow adjustments in fare structure.
- It is recommended that a revenue/ridership data base be maintained and modified to improve its accuracy and that "fare collection equipment be monitored and maintained to assure reliable operation and accurate readings".

Ridership is known to be responsive to service as well as fare changes. The report indicates the difficulty of isolating the effects of the 1981 fare increase from the combined impact of the previous increase in 1980, service reductions during the first quarter of 1981 and service reliability problems. Many of the "mitigating measures" designed to minimize ridership loss due to fare increases focus on improving the quality of service.

The full report is available from the MBTA.

Missing Accountability

The MBTA's management accounting system reports each month on expenditures by responsibility area, so called because presumably someone is "responsible" for cost control and management in each area. The reports are quite detailed, with expenditures by department subdivision, by function and by line item for each period and for the year to date. Each department or program head can compare expenditures to budgets for the period and for the year to date. Central budget control personnel can also immediately identify areas in budget trouble.

Or at least that's the way the system is supposed to work.

It didn't in 1983. Responsible managers went the whole year without information on their budget allocations. They knew how much they had spent each month, but not what plans called for them to spend. They received no monthly report to indicate whether a spending pattern threatened to "blow" their budget. No budget information was there to allow self-evaluation of progress toward goals or to encourage decisions leading to better, more cost-effective ways to achieve objectives. A critical tool was lacking for management decisions requiring budget tradeoffs in order to better serve the public or solve a critical problem.

The lack of detailed budget allocations made it impossible for the Authority to comply with the Advisory Board Finance Committee's request for reports explaining significant variances from responsibility area budgets. More importantly, this budget information vacuum made it impossible for Authority managers to exercise the responsibility which should go with their job descriptions, titles and pay.

The T and its budget are too big, too complex to work well unless managers have authority, responsibility and accountability. For this, they need budget information. Its absence is both a symptom and a cause of an environment which does not fully value and support its management talent.



One of 60 GO Cars En Route to Boston for Commuter Rail Service

T Board from p.2

- * Formation of a Board subcommittee to review affirmative action policies and recommend further implementation mechanisms.
- * Authorization for agreements with the DPW and private bus companies to increase service during expressway reconstruction.
- * Authorization for an interagency agreement with the MDC providing for a transition between construction and management of the 4.5 mile long linear park which is part of the Southwest Corridor Project.
- * Authorization to purchase 50 bus passenger shelters.

As requested by the Advisory Board at its November meeting, Board staff are in the process of conducting a wage and fringe benefit analysis of MBTA employees vs. city and town workers. Results of that study should be available in the early Spring.

T Budget on Target

The books have been closed on Calendar Year 1983 and the T has come in under budget on most major expense items. The bottom line deficit paid by Massachusetts taxpayers is \$194,788,070, just under the Advisory Board's authorized amount and 7% above 1982. An 8% drop in Federal operating subsidies contributed to increased local cost.

Fare revenues, down slightly from expected levels, did nonetheless rise over 1982 indicating a continuing increase in ridership.

Despite the Authority's overall good performance in staying within its budget, increases in 1983 expenditures in three categories stand out. Workmen's Compensation shows a 51.4% increase over 1982 figures, with expenditures 34.8% over budget. Blue Cross/Blue Shield, while within its budget, registered a 13.7% increase over 1982 expenditures. And Injuries and Damages shows a 48.31% increase over the previous calendar year.

In 1982 these three items accounted for 8.2% of the T's operating budget. In 1983 they rose to 9.8% of the budget. During 1983 the Authority took steps to gain greater control over the escalating increases in Workmen's Compensation and Blue Cross/Blue Shield costs which are sometimes classified as non-controllable.

A detailed analysis by the MBTA Advisory Board of 1983 budget performance will be available by early April.

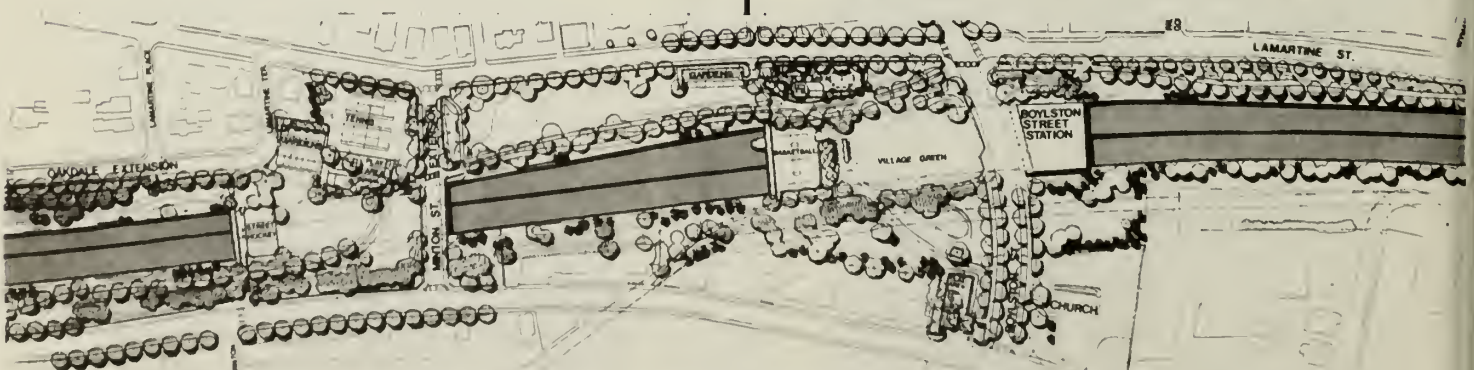
Winter Performance

The perceptible increase in the length of the days is occasion for a not quite perceptible sigh of relief by public transportation users and providers. Passengers and Authority officials have been frustrated and chagrined by a rash of winter service problems. While passengers can take some comfort in the inevitable coming of March and April and May warmth, those responsible for providing transportation services cannot afford many hours of spring fever blahs. Summer heat, which also causes service problems, is, after all, not very distant. And next winter, about nine months hence, service has got to be better!

Service delays this winter have been frequent, major and, to the T's credit, well publicized. Nevertheless, daily records compiled by the Advisory Board indicate that during December and January, the Authority operated more than 98% of its scheduled trips.

The Red Line showed the most improvement from previous years. This winter, the Red Line missed 4.8% of its scheduled trips, compared with 11.5% last winter. The MBTA's focused efforts seem to be providing Red Line commuters with more reliable, although still less than satisfactory, service. Peak period equipment availability remains a constraint to providing greater capacity, although better scheduling of trains has led to better equipment utilization and fewer vehicle-related missed trips.

The Orange and Blue Lines provided reliable winter service, with



Portion of linear park which is part of the Southwest Corridor Project

X-WAY from p.1

nearly 99% of scheduled trips operated during December and January.

Streetcar lines (the Green Line and the Mattapan-Ashmont Line) are suffering most from winter weather. LRVs are notoriously sensitive to temperature extremes. Winter conditions are particularly damaging to the Arborway Line, a good portion of which operates in the middle of the street with other forms of street traffic. The motors on the older PCC-type cars used on this line are vulnerable to slush, laden with sand and salt. The Arborway Line operated fewer than 85% of its scheduled trips this winter, a dismal performance. To help reduce gaps in service, the MBTA has added supplemental bus service when possible.

The MBTA's bus system operated nearly 99% of scheduled trips during December and January, up from 98% last winter and 96% the winter before.

The MBTA remains deficient in service performance evaluation: no statistics are provided for on-time performance. While the MBTA's current practice of measuring throughput of rapid transit and streetcar lines is a move toward actual on-time trip evaluation, on-time performance of the MBTA's vast bus network is unmonitored. Bus trip frequencies vary considerably from route to route, but most routes have less frequent service than rail lines. In addition, most bus passengers must wait for buses while exposed to inclement weather. On-time performance is particularly important to these MBTA passengers.

MBTA starters and inspectors who tabulate missed bus trip data are currently stationed at critical points throughout the bus network. Without much additional time or effort, these personnel should be able to tabulate the arrival and departure times of a substantial percentage of the MBTA's daily bus trips.

Having weathered most of winter's bite, MBTA commuters should be able to look forward to better MBTA spring service.

sored a conference on variable work hours as part of a strategy to reduce the peak volume of commuters by spreading them over a longer time period.

Increased bus service in 27 communities will be provided, most of it by private bus companies. Fifteen routes using 24 additional buses operated by seven private companies are now planned for an increase of nearly 1200 one way trips. The MBTA will increase feeder bus service to Route 128, Ashmont and Quincy Center stations. The DPW will subsidize 20% of the monthly MBTA pass for sale by private bus and boat operators to their customers at a rate which includes the cost of the private company's services in addition to the subsidized cost of the T pass.

Commuter boat service from Hingham will be increased to half hour frequencies, providing an estimated additional 600 daily commuter trips.

Commuter rail will increase South Shore trips under a revised schedule. There will be 2100 additional seats along the Stoughton Branch and from Mansfield north on the Shore Line. An additional 600 seat train from Norwood Central on the Franklin Branch will be provided. 1,464 added station parking spaces will be available at Route 128 (650), Canton Junction (200), Canton (160), Stoughton (194) and Readville (260).

During the first weeks of construction, more police will be assigned along the Red Line to help manage traffic flow and reduce crowd confusion during the transition period.

The current estimate of annual DPW costs for these efforts is \$4.4 million. The reconstruction project is scheduled to continue until November, 1985 with work suspended during the winter months November through March. Evaluation of the planned strategies to minimize disruption during the expressway project will begin in March and continue during the project.

SHORT RUNS

The T has a big bond issue coming up soon. The Governor's budget says that the T intends to improve "collection and cash management systems... in order to maximize revenue potential". These are but two of the crucial functions of Treasurer/Controller of the T. The T has no Treasurer/Controller. It hasn't had one since October. (Budget Director Dick Brown is filling in as acting chief financial officer.) The T Board of Directors has been interviewing candidates for months.

It is time for a decision.

* * *

Despite the bridge fire near North Station in January, MBTA commuter rail on-time performance for the first six weeks of 1984 was at or above 90%. Morning rush hour service (96% on-time) was better than evening service (90% on-time). Delays averaged about 15 minutes. Rush hour equipment availability is at or above 100% of the cars required for service.

The Bureau of Labor Statistics reports that major state and local government collective bargaining contracts settled between January and June, 1983 resulted in wage increases averaging 4.8% during the first year and 5.0% over the life of the new agreements.

Wage increases granted to the MBTA's Carmens Union (Local 589) by Arbitrator James J. Healy on 1/15/83 were 5% in 1982 and averaged 5.9% a year compounded for the period 1/1/82 through 3/31/85. Local 589 is the largest of the 27 unions at the Authority, and its collective bargaining agreements generally set the standards for those of other T labor organizations. Current wage rates for Local 589 are 13.6% higher than they were at the end of 1981, with most full time employees earning in excess of \$500 per week.

Another wage increase of 4% becomes effective on July 1 of this year.

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T H E A D V I S O R**NEWSLETTER OF THE MASSACHUSETTS BAY TRANSPORTATION AUTHORITY ADVISORY BOARD**

June 1984 Vol.2 No.2

GOVERNMENT DOCUMENTS

COLLECTION

JUL 17 1984

University of Massachusetts

The Verdict

After two full years of implementation, the verdict is in on MBTA management rights. Those rights, which the Legislature determined inherently belong to management and are not subject to collective bargaining, include assigning employees to specific work, hiring of part-timers, the right to contract work to outside firms, the right to classify Authority jobs with defined duties and productivity standards and the right to apportion overtime.

From 1979 to 1981 the number of passenger miles operated by the MBTA decreased by 2.6 million miles and the cost per mile rose from \$5.58 to \$6.71 (20.3%). In 1983, the Authority ran 38.7 million miles of service, up nearly 3 million miles from 1981. Each mile cost \$6.73, only 2 cents more than in 1981. The major difference between those two year periods is management rights.

The MBTA's implementation of management rights provisions is an unequivocal success story. The dire predictions of doom made by union members have not occurred. Some disruptions from such fundamental changes were inevitable, and Authority management, lacking experience in such matters, may have at times lacked finesse. Nonetheless, no MBTA employee is on layoff, and a job at the T remains one of the best jobs around, with better compensation than equivalent work elsewhere in the public sector.

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**T 1983 Performance
Advisory Board Report Out**

The MBTA Advisory Board's Annual Report on 1983 MBTA Performance finds that 1983 was a promising year for the T. Symbolic of the promise of better days ahead for public transportation were political support for the region's system of public transit, improvements in public safety, expansion of The Ride and the pre-paid pass program, the building of a management team, greater emphasis on service planning and an improvement in public communication through service announcements in stations, on board vehicles and on the radio.

Other findings of the Report are:

- Management Rights reforms passed by the Legislature (Ch. 581) and implemented by the T have reversed the dangerous spiral of decreasing service and increasing costs.

- The 1983 Net Cost of Service was \$194.8 million, just under the amount authorized by the Advisory Board.

- The Authority operated more than 98% of all scheduled trips for the first time since the Advisory Board has kept records. Although Red Line performance improved from 1982 levels, the percent of missed trips did not meet Advisory Board standards; and service performance on rapid transit in general deteriorated from 1982.

- Operating departments finished the year under budget; non-operating

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June Service Changes

The MBTA's summer timetable, scheduled to take effect on June 23, 1984, contains additional weekend trips. Service to Revere Beach will be increased on several bus routes and added Orange Line service from Oak Grove and Sullivan for commuter rail passengers will continue. Aside from additional manpower required for increased bus trips, the full time manpower requirement for the summer 1984 timetable is above summer 1983 due to the North Station commuter rail shuttle, Expressway reconstruction, Mass. Ave. Bridge detour and the Davis Square turnaround on the Red Line. Additional trips will be added on Saturdays and Sundays to the following bus routes:

SATURDAY	
16	Andrew-Forest Hills
97	Malden-Wellington
SUNDAY	
35	Arborway-Dedham Mall
37	Arborway-Baker & Vermont
38	Arborway-Wren Street
70	Cambridge-Waltham via Watertown
83	Ringe Ave.-Central Square
105	Malden-Sullivan Station
108	Linden Square-Wellington
110	Wonderland-Wellington
116	Maverick-Wonderland via Revere St
117	Maverick-Wonderland via Beach St
440	Lynn-Boston via Lynnway

In addition, some minor route revisions will take place this summer. Due to construction in Watertown Square, Route 71 trackless trolleys will run through to Watertown Carhouse. The inner loop at Park Street Station will undergo reconstruction between 9:30PM and 4:30AM. During those hours, Arborway trains will run through to Government Center.

Route 96 buses between Medford and Cambridge will run via the Winthrop Street Bridge. New Route 94 will replicate the former detour of Route 96 through West Medford along High Street and Boston Ave. Route 94 will operate daily. Route 113, operated only during the summer will once again serve passengers between Malden and Revere Beach.

The Crawl

After four Green Line derailments in the Central Subway during the weekend of May 5, the Authority imposed speed restrictions in twelve areas where track inspection showed problems. On May 7, repair work began. Deferred preventive maintenance of central subway track has thus slowed service further in an already agonizingly slow subway.

Why is it so slow? "The Advisor" invites serious answers to the question from those who have explanations. How slow is it? Compare:

CARS SCHEDULED THROUGH PARK STREET STATION

	APRIL 11,	
	1911	1984
6:00 a.m.-9:00 a.m.	596	172
3:00 p.m.-6:00 p.m.	753	169
Total Peak Car Volume	1,349	341
Cars Per Average Peak Hour	225	57
Average Peak Head- way (in seconds)	16	63
Destinations Served	37	5

THE ADVISOR

The Advisor is published by the staff of the MBTA Advisory Board which represents seventy-eight Mayors and Boards of Selectmen.

Antonio J. Marino, Chairman

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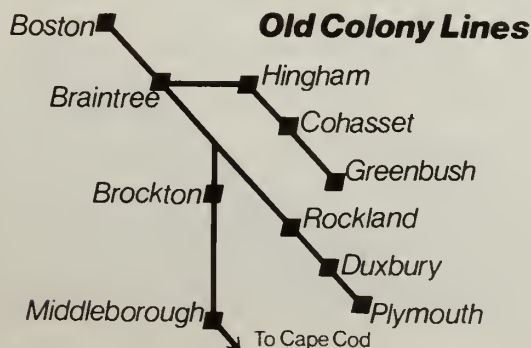
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Old Colony Revival

Early in 1959, the New Haven Railroad announced that without additional public subsidy it would end all passenger service on the Old Colony routes. The Legislature had already appropriated nearly \$1 million of public monies to keep the Old Colony lines from going out of business. The three routes, between Boston and Plymouth, Greenbush, and Cape Cod, served ten thousand daily riders.

Boston Mayor John Hynes told of a nightmare of a hundred buses filled with stranded Old Colony commuters rumbling into the narrow streets of Boston and bringing traffic to a halt. "You can't keep a big city like this alive on motor transportation only," he said. "Is Boston to become one big parking garage? We've got to have rail transportation for the [Old Colony] commuters." In July 1959, the nightmare materialized. Additional public funds were not available, and the Old Colony folded. Ironically, it was the same day as the opening of the Southeast Expressway.

Now, after 25 years of explosive growth on the South Shore, the same cry is being heard - bring back Old Colony trains. At the request of the Legislature, the MBTA has begun a feasibility study of transportation alternatives in the Old Colony service area. The study, being undertaken for the T by Cambridge Systematics, will examine both rail and bus options along the three corridors formerly served by the New Haven's Old Colony trains. The final report is to be presented to the Legislature by the end of June with technical appendices available by the end of September.



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T Service Performance

The arrival of warmer weather, has not been accompanied by a reduction in MBTA service delays. The frequent service delays of winter continued through the spring. Daily service reports indicate that busses and the Orange and Blue Lines deliver most of their scheduled trips, while the Green and Red Lines miss an unacceptably high percentage.

MBTA SYSTEMWIDE SERVICE PERFORMANCE FIRST FIVE MONTHS 1983 & 1984

	1983	1984
Scheduled Trips Missed	1.8%	1.7%
Causes: Vehicle	37.4%	45.5%
Crew	26.3%	24.7%
Miscellaneous	36.2%	29.9%

MBTA rapid transit service performance was slightly worse during the period January-May 1984 than it was during the same period last year. The percentage of scheduled trips missed rose from 2.7% to 3%. While equipment problems were the major cause of missed trips in 1983, construction delays on the Blue Line and a possible change in reporting methods boosted the miscellaneous category from 26% of all missed trips January-May 1983 to nearly 50% in 1984. The availability of needed equipment at the beginning of rush hours was 100% on all rapid transit lines except the Red Line where it dropped to 95%.

Service performance on the MBTA's five streetcar lines (including the Green Line) was below the Advisory Board 98% standard for scheduled trips operated during the first five months of both 1983 and 1984. The percentage of trips missed rose from 4.8% in 1983 to over 5% in 1984. There are additional delays resulting from current speed restrictions in the Central Subway, especially during rush hour. Vehicle related problems as a cause of missed trips rose from 18% in 1983 to over 45% in 1984. On the Arborway branch of the Green Line, consistently the worst performer, scheduled trips missed rose from 8% to 13.2% with nearly 60% caused by vehicle problems.

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The Verdict *from page 1*

In 1983, private firms rehabilitated Red Line cars and Authority buses, rebuilt Blue Line tracks, performed janitorial services in T buildings and security services on Authority property, and cleaned T stations and vehicles. The program to contract out cleaning, watchmen and janitorial services has matured in the past year, and the cost, as a percentage of the expense for T employees to do the same work is actually decreasing. Authority employees would be paid \$6.4 million for this work. Private sector firms are paid \$3.3 million, and stations and vehicles are consistently cleaner.

For example, contracts for watchmen services have been let for the last three years in May. Each year, bidding has become more competitive and the price has decreased. In May of 1984, contracts were awarded for services at four locations for \$160,462.44 with an option to extend for two additional years at a maximum escalation of 3% per year. This price is \$2,300 lower than the previous year, more than \$3,000 lower than the 1982 contract which covered only three locations and \$337,580 less than what it would cost for Authority employees to cover two locations.

Current savings from the use of part-time operators is \$6 to \$7 million per year, even though the latest contract with the Carmen's Union provides wage parity for part timers. The Authority is conducting the second phase of an evaluation of the use of part time operators which was requested by the Advisory Board and plans to add more part-timers in 1984.

Productivity gains and cost avoidance measures implemented by the Authority under management rights have produced significant savings which are hard to quantify, but total millions of dollars. The measures include allocation of overtime based on availability and merit; assignment of work to qualified, available (rather than simply senior) employees; assignment of additional tasks to idle personnel;

use of an appropriate number of staff (rather than two or three times that number) to carry out specific jobs; the broadening of some job definitions; the ability to retain personnel in job classifications where they had received training; and the ability to schedule certain work during times when it is least disruptive to service.

Management rights is a success story not yet ended. Productivity levels at the Authority are still not consistent with the expenditure of hard earned tax dollars, and many initiatives remain. MBTA management has a responsibility to make further improvements in public transportation which are possible with management rights. The Legislature and other supporters of these measures deserve thanks, but also have a responsibility to safeguard the gains made over the past two and a half years and to ensure that the Authority continues to have and to use the tools now available to it. These tools make the MBTA manageable in ways which have long been considered normal elsewhere.

Revenue Miles vs. Cost

Annual Revenue Miles

in millions

41									
40									
39									
38									
37									
36									
35									
34	77	78	79	80	81	82	83		

Cost per Revenue Mile

in dollars

75									
70									
65									
60									
55									
50									
45									
40	77	78	79	80	81	82	83		

Railroad Performance Down

1984 has not been very kind to commuter rail passengers. The bridge fire at North Station and the resultant contingency plans caused and, in many cases, are still causing delays on the north side. Winter storms, a rash of freight train derailments, switch and signal failures, and equipment failures all caused major delays to commuter rail trains systemwide. Evening rush hour trains were most affected by service delays, although average delays were longer in the morning (18 minutes vs. 13 minutes).

Nevertheless, even in the face of considerable delay, most commuter rail trains make it to their destinations. The only rush hour trains which have occasionally been cancelled are the short turns to Winchester Center.

Each commuter rail branch has been subject to different types of problems and delays of varying lengths. The major cause of delay for each branch for the first five months of 1984 is as follows:

- EASTERN ROUTE MAINLINE-Equipment failures and slow loading at the temporary station.
- MERRIMACK VALLEY MAINLINE-Trackwork and a freight derailment.
- NEW HAMPSHIRE MAINLINE-Winter weather and slow loading at the temporary station.
- FITCHBURG MAINLINE-Equipment failures and track problems due to a freight derailment.
- FRAMINGHAM LINE-Equipment failures and signal problems along the Conrail section of the line.
- FRANKLIN BRANCH-Equipment failures and signal and switch problems at South Station and Readville.
- SHORE LINE-Equipment failures and signal and switch problems at South Station and Readville.
- STOUGHTON BRANCH-Winter weather, equipment failures, and signal problems.

With the arrival of warmer weather, frozen switches, broken rails, and poor visibility are behind. As a result, service delays have become less frequent and shorter in duration. In addition, the new main-

tenance facility on the south side has taken some of the repair backlog from the Boston Engine Terminal. This should speed the return to service of disabled equipment and minimize delays.

The Toronto "GO" cars have arrived and are now in service on a number of northside trains as well as the Stoughton line on the south side. While they are lacking in certain passenger amenities, such as luggage racks (average commuting times in Toronto are typically half of those on the MBTA), the cars provide welcome relief from the overcrowding that had become common.

A New South Station



Ground was broken on June 7th for the South Station Transportation Center. The five-year, \$106 million project will combine commuter and intercity bus service, MBTA Commuter Rail and Amtrak service in one facility. In addition, a new underground connection with the MBTA's Red Line will be built. Upon completion, South Station will be the nation's largest intermodal terminal.

Using air rights leased from the MBTA, the Boston Redevelopment Authority will construct a 24 story hotel, a 400,000 square foot office building, and an exposition and high-tech manufacturing facility.

T Pass Program Rates A Ten!



Ernest S. Deeb, Manager, Sales & Marketing

The MBTA's pass program was initiated at the T as an experimental program ten years ago at the suggestion of a 24 year old consultant. This year it is celebrating a decade of growth and successful sales and marketing for the region's transportation system. In all of that decade, the force behind the successful program has been Ernest S. Deeb, who began the program in 1974 and has held it together ever since.

Pre-paid passes offer their users, first and foremost, convenience. Other advantages include lower transportation cost, reduced car insurance rates and a host of promotional discounts offered by firms or for special events. An increasing number of employers subsidize part or all of the cost of a pass as a benefit for employees. And the Commonwealth of Massachusetts has reinstated a program, halted during the King administration, to distribute passes to state employees under a payroll deduction plan.

The Authority benefits significantly from the pass program. The ease, certainty, timing and cost of revenue collection for the pass pro-

gram are all advantageous compared to other methods of revenue collection. There is no doubt that many buyers consider the availability of passes an incentive to use public transportation.

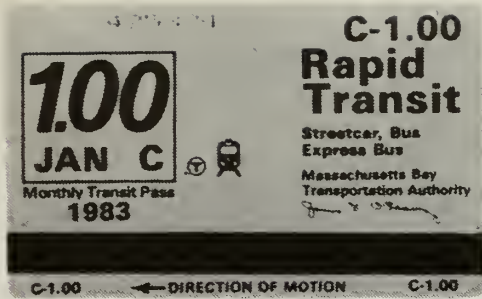
Pass revenue is now almost a third of total passenger revenue at the MBTA. Sales increased 9% in 1983 to nearly a million passes and are expected to reach \$30 million in 1984.

Consultants for the U.S. Department of Transportation have identified the MBTA's pass program as an innovative approach to transit marketing, and other transit systems which have used the T's program as a model indicate that pass programs are among the most important of all their marketing efforts.

This summer, the T will sell passes to convention goers in Boston, starting in July with the Shriners and the National Legislators' Conference. The paper passes will include a welcome from the Governor and the logo of the group. Mr. Deeb expects that many will want to buy the three-day pass as a souvenir of their stay in Boston as well as the ticket to traveling in the city during their stay.

Mr. Deeb has a number of other pass program ideas he would like to see implemented, such as a promotional get-away weekend including a T pass; pass sales by mail and chargeable to credit cards; pro-rated passes sold after the first of the month; more outlets, particularly postal locations in the suburbs; and business tax credits for firms which subsidize passes for employees.

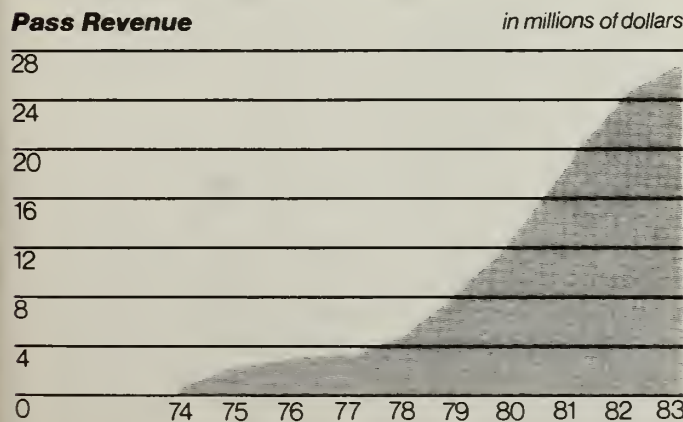
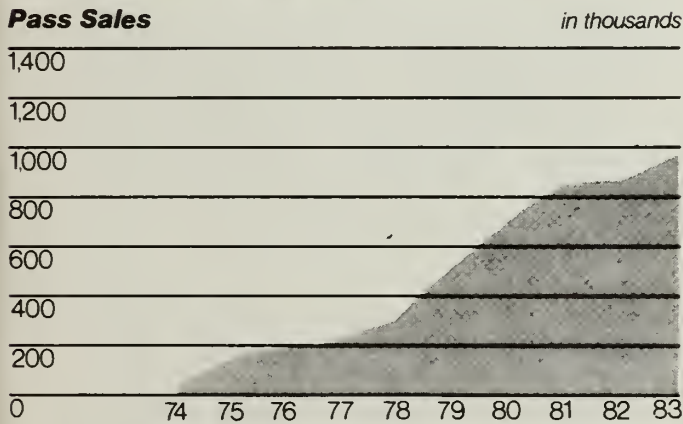
The sales and marketing budget, however, has been cut to fund other activities in the Communications Directorate. The staff has been reduced from 8 to 6, and less money went to fund salaries in 1983 than was expended in either 1982 or 1981. An increase in the marketing budget approved by the Advisory Board for the



year starting in July should provide additional resources for the pass program and other marketing efforts which have been reported to be effective for transit systems such as wide distribution of well designed timetables, schedules and route maps; targeted promotions; and good telephone information services.

Such promotional and informational services, as well as more analytical research now being done as part of corridor studies and better information on current ridership are the major pieces of transit marketing efforts. "The Advisor" salutes Ernie Deeb and the pass program as examples of good marketing resources developed by the MBTA.

MBTA Pass Program



Old Colony from page 3

While portions of the Old Colony lines are currently able to support limited passenger operations, the sections north of Braintree and along the outer portion of the Greenbush line are fragmented. Should rail service be the preferred alternative, these sections would have to be reconstructed, and new coaches and locomotives would be required. The following will be among issues addressed in the study:

- A new bridge crossing the Neponset River, required to support commuter rail operations.
- Crossing of Red Line tracks in the vicinity of South Bay Junction.
- Reconnection of the railroad right-of-way in the vicinity of Quincy Adams Station.
- New passing tracks located between Boston and Braintree to accommodate single track operations.
- Possible rail/Red Line transfer station in either Braintree or Quincy.
- Possible new station locations.
- Projected operating costs and options for necessary funding.

Associated with the Old Colony study was a request by EOTC that current rail operators in Massachusetts submit proposals to begin operating a seasonal passenger service between Braintree and Falmouth/Hyannis along the former Old Colony route. They were warned, however, that no public subsidy would be available. Two proposals were received - from the Hyannis and Cape Cod, and the Providence & Worcester railroads. It is possible that passenger service could begin by July 1st. Likely stops are Randolph, Brockton, Bridgewater, Wareham, Buzzards Bay and on Cape Cod at Falmouth and Hyannis.

The outcome of the Old Colony study will be reviewed in a future issue of "The Advisor".

Ridership Data Inadequate

The Advisory Board Annual Report indicates that increased fare revenue for 1983 came exclusively from prepaid passes (see related story, p. 6). Pass revenue increased by nearly \$2 million; non-pass revenue decreased by more than \$300,000 for a net increase of \$1.7 million. Data is insufficient to determine whether the additional pass users were new to the system or were regular riders who switched to the more convenient payment method (which would in part explain the decrease in non-pass revenue). Data is not available to determine the affect of alleged theft of fare revenue in either of the years covered in the report.

As the numbers below indicate, fare revenue per revenue mile and the fare coverage ratio went down in 1983 for the first time in several years. Apparently, ridership gains did not offset the fare decrease of May, 1982 and the increased cost and revenue miles in 1983.

Year	Fare Revenue per Rev. Mile	Fare Coverage Ratio#
1983	\$2.46	36.5%
1982	2.52	38.8
1981	2.29	34.2
1980	1.67	27.6
1979	1.48	26.5
1978	1.45	28.4

#Fare revenue divided by cost of MBTA provided service

The word "apparently" is used, because there is almost no direct information available on MBTA ridership. In recent years, a sampling of ridership and fare mix (number of passengers using passes, riding free or paying full or reduced fares) has been done in November to estimate average fares which are then used in deriving ridership estimates. While this survey has improved, it does not meet Federal requirements for reporting of ridership and is woefully inadequate for use as the only measure of system patronage. A previous issue of "The Advisor" outlined some of the fare collection

system problems which prevent that system from providing corroborating or routine ridership information. The Advisory Board annual report on T performance indicates that the Board will no longer use estimated average fares from such surveys as the means to estimate monthly or yearly ridership. It again recommends that the Authority develop a program of collecting direct ridership information.

Study Pinpoints MBF

Miles Between Failures (MBF) is a critical multi-purpose measure of bus maintenance performance which should be used to allocate resources among MBTA automotive garages, according to a recent analysis by David Barol.

Barol's study, done as a project for the Kennedy School of Government, at the request of the MBTA Advisory Board, used 24 months of bus performance data from each of the Authority's 7 garages to analyze the relationship between preventive maintenance and bus failures. Using regression analysis, Barol established the impact each type of inspection has on Miles Between Failures. In the process he also unearthed the impact each garage's uniqueness (physical facilities, management style, etc.) has on its performance. After studying the costs of breakdowns and the costs involved in preventive maintenance, Barol was able to pinpoint the optimal frequency of inspections for individual garages.

Among recommendations Barol makes are setting specific, separate goals for numbers of inspections and MBF for each garage. He also claims that decisions on capital versus operating expenditures can be more efficiently made by analyzing and utilizing MBF information. He feels that his model can be adjusted periodically to reflect changing conditions at the garages and should show tradeoffs and impacts for some time to come.

The Advisory Board Staff is currently studying Barol's analysis to determine how it might be used to aid the Board's budget decisions for the Automotive Equipment Maintenance Department.

T Sells Commercial Paper

On May 28 and 29 the MBTA issued and sold out its first offering of tax exempt commercial paper (TECP). If initial rates realized on the sale hold for the year, the Authority will save about \$775,000 in interest costs over the expense of a traditional one year note.

The MBTA Board of Directors, at its April 11 meeting, approved the establishment of a tax exempt commercial paper (TECP) program to help lower the costs of the Authority's short term borrowing needs. The current program is for \$50 million.

TECP was first introduced as a financial instrument in 1974. The existence of complex legal restrictions and regulations limited the growth of its use for most of the seventies. With changes in the law and the existence of a range of buyers, the TECP market has taken off in the last three years and currently handles about \$6 billion annually.

Maturities for TECP range from a few days to 250 days. All TECP is backed by a bank line or letter of credit, giving it a high rating as a relatively secure investment. That rating and its liquidity make it very attractive to buyers. Tax exempt money market funds are currently the largest buyers.

For the issuer a TECP program offers substantial savings on interest costs and a maximization of reinvestment income. Rates for TECP in the last two years have been 1/2 to 2 percentage points below comparable note rates. The T's first experience is consistent with the historical spread. The average rate on the Authority's first offering was 5.6975% with an average maturity of 63.8 days. The market rate for a one year note on the same day was 7.25%. In addition TECP, with its variable maturities, allows an issuer to match maturities directly with cash needs, thus maximizing the efficiency of cash management.

The drawbacks of a commercial paper program are its higher transaction costs and the almost daily involvement of issuer staff with market decisions. With experience, staff involvement at the T should diminish to 1/2 hour or so daily. Transaction costs this year may exceed \$200,000 but even with that expense, net savings of \$500,000 or more may be realized in the first year. Such costs should decrease in subsequent years, producing even greater net savings.

Merril Lynch has won the contract as dealer for the TECP and the Bank of Boston heads a five bank group backing the line of credit. T staff working with the new program will be John Horgan in the Treasurer's Department and Jan Quigley in the Budget Office.

The new program is an exciting, bold step taken by T management to minimize costs and maximize efficiency of cash management. Savings from such efforts accrue to taxpayers.

1983 Performance *from page 1*

departments exceeded budgets. Additional resources were expended primarily for support and administrative services and for heavy maintenance.

- Although fare revenue increased 1.7%, there is inadequate information to evaluate changes in ridership, and measures to increase income were minimal.

- Reforms in administration of Workers' Compensation were initiated. It is too early to assess their results, and costs again rose sharply (more than 50%). Per person industrial absence hours increased less than in the previous two years.

- Overtime costs exceeded budget by 36%, and better manpower planning in response to early identification of priority programs is recommended to help reduce such costs.

- Use of the management information system improved in 1983, and regular reporting of operating performance measures began.

MIScalculation?

Raytheon Company announced on May 18 that its data terminal and office automation section, Raytheon Data Systems (RDS), will be disbanded. The announcement was a blow to the MBTA, which had recently chosen Raytheon as its supplier for both office automation (personal computers and word processors) equipment and for telecommunications (terminals, controllers and printers) equipment.

The Authority is now regrouping, having evaluated the impact of the RDS decision on its strategic plan and determined a number of options to deal with the current situation. A great number of details must be worked out, but the Authority is prepared to go to court if necessary to see that a solution in the best interest of the Authority is found. Discussion to date has centered on returning the equipment received by the Authority.

The most serious result of the end of RDS is the operational impact on the Authority, where the number of users and potential users of automated equipment has grown significantly. The introduction of personal computers and telecommunications capability and the training of staff in their use creates its own demand for such devices, and MIS Director Robert G. Clark worries about the loss of momentum.

Service from page 3

MBTA bus service performance at most garages has been quite good in 1984 with the percentage of scheduled bus trips not run remaining nearly stable at 1%. Causes of missed trips remained the same in 1984 with disabled buses accounting for nearly 50%. Bus roadcalls remain high at between 30 and 35 per day. Although the MBTA does not presently monitor on-time performance, it is apparent that MBTA bus passengers have had to face fewer delays as a result of missed trips than users of other modes. The high number of in-service failures is cause for concern, however.

AFFIRMATIVE Action

On June 13, the MBTA Board of Directors voted to adopt 79 recommendations contained in "A Report On Affirmative Action" submitted by the Board's Sub-committee on Affirmative Action. The Committee, chaired by Director Melissa Tillman, reviewed eight component areas of affirmative action: workforce utilization; promotion policies; education and training; salaries; complaint procedures; discipline/discharge and resignation patterns; union agreements and external contracting. The Report details findings and recommendations in each area and recommends procedures to monitor and implement affirmative action at the Authority.

The report was the outgrowth of a 1983 review of the status of affirmative action at the Authority which revealed significant underutilization of minorities and women. The Board committed its efforts and allocated resources of the Authority to implement a Ten Point Program to improve performance, and it established the subcommittee to review policies and procedures and to recommend policy changes to enhance Affirmative Action.

The sub-committee report requires the General Manager to determine what reallocation of resources and coordination is necessary to implement the recommendations (many of them within 30 to 90 days). The Board asked that the General Manager report on progress in 30 days.

COMPARATIVE SERVICE PERFORMANCE

YEAR	TRIPS SCHEDULED	TRIPS MISSED	PERCENT MISSED
1983	2,122,425	40,918	1.93%
1982	1,943,983	69,498	3.58
1981	2,016,974	61,652	3.05
1980	2,140,325	47,307	2.21
1979	2,093,353	78,379	3.74
1978	2,083,494	55,055	2.64

For the first time since the Advisory Board began keeping records in 1976, the Authority operated more than 98% of the trips it had planned to operate.

Fares Fair?

The Advisory Board annual report on MBTA performance labels the absence of a fare policy at the MBTA "short sighted", and suggests that such a policy be developed in 1984. "The Advisor" hereby posits four hypotheses for consideration by the MBTA Board of Directors in determining a policy for pricing of public transportation services.

1. The current fare policy is too complicated to be administered effectively or efficiently.

2. The current fare policy is inequitable in a number of respects.

3. The pass program offers a mechanism for user subsidies which would a) significantly mitigate the effects of fare increases on those least able to pay, b) improve fare structure equity and c) constitute an innovative and far reaching state program to integrate public services.

4. Small, frequent fare increases to keep pace with cost increases result in less hardship on passengers and less loss of ridership than more infrequent, larger increases, and maintain stronger public support for public transportation services by distributing the cost burden among a number of groups as a routine matter of course, not an extraordinary, political event.

An example of the inequity of the fare structure is the difficulty experienced by mentally retarded people who work in sheltered workshops during the day, earning approximately \$15 per week. These citizens qualify for a special needs pass under MBTA policy which enables them to use public transportation at a reduced price. The catch is that, in contrast to fare reductions for school children or the elderly, special needs fares are reduced only during off-peak hours. During the hours of 7:00 AM to 9:00 AM and 4:00 PM to 6:00 PM, when many of these transit dependent people are travelling to or from mandated day programs, they must pay full fare,

presumably on the theory that those who travel during peak periods must have jobs which enable them to afford full payment.

The Advisory Board office has learned that some mentally retarded people in sheltered workshops leave their homes well before 7:00 AM in order to use the reduced T fare, even though workshop programs do not begin until 9:00 AM. The elderly, rich and poor alike, pay ten cents at all times for rapid transit and local bus service as the result of a legislative decision in December, 1982.

The disparity among these various subsidized fares is striking - and inequitable. The MBTA staff are, of course aware of such issues, but because the elderly fare has been set so much lower than full fare by the Legislature and because there is no clear policy dealing with fare issues and because there seems to be a lack of interest on the part of the Board of Directors in considering fare changes, the staff appears reluctant to press the issue. As a result, time goes by with nothing done either to increase MBTA fare revenue paid by those who can well afford it or to reduce the cost to those for whom well considered user subsidies should be a matter of conscious public policy.

Historic Kiosk Returns



World-famous Harvard Square subway kiosk has been returned to its former location. Renowned as a Harvard Square landmark, the kiosk will now serve as a newsstand.

SHORT RUNS

Miles Between Failures (MBF) has increased at each of the MBTA's seven bus garages, a signal that there has been increased preventive bus maintenance. The garage showing the greatest improvement (208%) from the first quarter of 1982 (1810 MBF) to the fourth quarter of 1983 (5580 MBF) is the Quincy Garage. Cabot Garage increased MBF 110%, although it still has the lowest performance (2090 MBF) of all T bus garages.

* * *

Budget planning staff at the T are now assuming that the average employee reports for work four days per week but is paid for five. Vacations, holidays and absenteeism account for about 10 1/2 weeks per year for the average T worker. Three years ago, employees were on the job nearly 7 1/2 days more per year than they were in 1983. The Advisory Board has asked the Authority to formulate priorities for the next budget year to increase worker productivity.

Now that summer has arrived and schools are out, resources normally used by the Authority for bussing of school children are freed up. During the year 175 extra buses are scheduled to pick up children after school, and approximately 90 additional buses are used during the morning rush hour to take children to school. 600 platform hours per week must be scheduled for this work. The Advisory Board recommended in 1981 that the Authority phase out all school bus operations except those essential for the safety of MBTA property and passengers.

* * *

The MBTA has begun modifications of the electronic fare collection equipment to improve the reliability of the pass readers. The goal is to eliminate approximately 5,000 failures per year which cost the Authority more than \$100,000 in labor costs to fix and result in lost data. The Advisory Board will monitor the improvements.

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T H E A D V I S O R

NEWSLETTER OF THE MASSACHUSETTS BAY TRANSPORTATION AUTHORITY ADVISORY BOARD

August 1984 Vol.2 No.3

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T Pay Still Tops

The wages and fringe benefits at the MBTA are often assumed to be the best around, but just how good are they? The staff of the MBTA Advisory Board has recently completed a study comparing FY 1984 wages and fringe benefits available to workers at the MBTA with those available to workers employed by cities and towns in the T district, the State, Massport and the Massachusetts Turnpike Authority.

The 23 cities and towns surveyed for the study were chosen as a representative sample of Advisory Board member communities. Location, size of population, assessed valuation, and type of T service were some of the characteristics determining selection. The 23 communities represent 60% of the population of the 78 district cities and towns.

Three categories of workers were included in the study: executives, clerical workers and hourly rate skilled workers. Twenty-one positions (five clerical, eleven hourly, and five executive) were compared.

Benefits surveyed for the study include health and dental plans, life insurance, sick leave, vacation leave, personal days, holidays, pensions and transportation.

Some of the findings of the study are:

- On average, T clerical workers earned 42.5% more than their counterparts in the cities and towns of the district, 41.4% more than state clerical workers and 9.1% more than counterparts at the Turnpike Authority.
- For each of the 5 clerical jobs studied, MBTA salaries surpassed the average maximum salary in district

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Green Line Blues

The reputations of the Red and Green Lines are tarnished by years of service which have not been sufficiently reliable to build rider confidence. Authority management says this fact will change with additional cars (on order for both lines), with lengthening of Red Line platforms to accommodate longer trains and with major track rebuilding projects (planned to begin on the Green Line in November). Such capital investments will correct many of the current deficiencies which cause operating headaches for both the T and riders.

Over the past six weeks, the Green Line has been the subject of study by the Advisory Board, seeking ways to improve the operation of that line. Observations have been shared with the Authority, and findings and recommendations will be included in a report scheduled for completion later this fall.

Preliminary findings include the following:

- Average observed speeds are lower than the most conservative theoretical estimates of what they should be.
- The length of time a vehicle is in a station loading and unloading passengers (dwell time) is long, averaging nearly 40 seconds during the evening peak period.
- There are no posted maximum speeds in the central subway except where special conditions warrant. Thus, there is no management of train speeds except for station stops, posted restrictions and operator discretion. A wide variation in operator driving habits creates significant variation in train speeds.

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Put On "Hold"

The Advisory Board recently followed up its November, 1983 survey of the Authority's telephone information services. Last fall's survey found:

- An average waiting time of 8 minutes
- Out-of-date telephone equipment
- An inadequate number of operators

This summer's survey had mixed results. While average time of wait for a "live" operator has dropped from eight minutes to two minutes, the T's system still lacks the sophistication to provide quick, complete information to riders and to monitor incoming calls.

A Communications Department Official told staff last fall that telephone information service performance was poor because equipment was inadequate and that the telephone system awaiting their arrival at the new Transportation Building at 10 Park Plaza would have the capability to:

1. Queue incoming calls
2. Count incoming calls
3. Determine how many calls are "lost"
4. Monitor types of calls
5. Measure amount of time spent answering each request
6. Measure how long a caller holds

The system at 10 Park Plaza, when working properly, is consistent only with objective #1. A telephone system described as "archaic" by one T official, was installed, rather than the one promised, apparently due to poor communication between the Communications Directorate and those responsible for planning and installing telecommunications equipment in the building. It is due only to increased staffing that more calls are being answered daily. Advanced equipment is still being promised, nearly a year later.

Statistics on incoming calls are collected manually by the operators and do not include "lost" calls or disconnections. The new equipment provides no way to measure calls received or calls "lost", to monitor types of calls or how much time is spent on each kind of question.

In 1984, one would envision information services personnel in front of a computer terminal, keying in questions and reading responses from a video display screen. At the new transportation building, the architecture may be state of the art, but the telephone operators who work for the MBTA must rely for information on a large metal ring on which over 150 schedule cards hang. A map of the system complements the cards as the information's data base from which to answer a tremendous variety of questions.

The majority of calls made by the Advisory Board survey team were answered accurately and courteously. The telephone operators memorize many of the bus numbers and routes and answer some questions immediately. The quality of information given to the public is very good, considering the circumstances under which the operators must work. The survey team did note a lack of completeness of information when callers identified themselves as out of towners or unfamiliar with the MBTA system. Appropriate information regarding fares, exact change, directions on transfer points between buses and variation of off peak schedules are of great importance to such users.

There are 12 phone lines for incoming travel information calls, as there were last November. There are

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Antonio J. Marino, Chairman

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now five full time and nine part-time employees to cover those lines, as opposed to only four full-time and no part-time employees before the move to the new building. Operators work staggered hours between 6:30 a.m. and 9:00 p.m. weekdays, and the center is now manned 10:00 a.m. to 5:00 p.m. on weekends. The number is 722-3200.

The Advisory Board survey team found that from 3:00 p.m. to 5:30 p.m., through time (the amount of time a caller waits), doubles to four minutes. Most callers would not wait that long and could not wait that long in a phone booth. This finding suggests that scheduled manhours are not adjusted to peak telephone information demand periods. Additional part-time operators could be brought in to cover available lines during these times.

Calls to transit systems in Philadelphia (SEPTA), Springfield, MA (PVTA), Washington, D.C. (METRO) and Louisville, Kentucky (TARC) revealed that all but the Springfield system (the smallest surveyed) use computerized information systems. Washington METRO is the only surveyed system which reports a waiting time of more than one minute. These facts indicate that the two minute average through time at the T is still too long and that the telephone and information retrieval system is much below what is considered standard elsewhere.

The Authority reports that it will soon be considering a proposal for electronic telephone equipment which will handle all types of management data and will have the features expected six months ago in the new building. These telephones will eventually be supplemented with a video display terminal so that each operator has easy access to the travel information needed. The use of computer terminals should improve the accuracy of information, lessen response time and shorten through time.

The Authority has applied for a grant from UMTA to help fund these improvements. The grant will also fund the hiring of a consultant to evaluate more advanced communication systems. A Communications Department official at the Authority stated that by FY 1986, the T should have a total-

ly automated commuter information service, comparable to those found in other transit systems.

The public and the Authority's information operators are still struggling to communicate as, once more, upgrading the system is on "hold."



Ground was broken on June 22nd for Forest Hills Station, the terminus of the Orange Line along the \$747 million, 4.7 mile Southwest Corridor Project.

Green Line *from page 1*

- There is little management of passenger movement which could reduce dwell time considerably.
- Slow response time of existing equipment, operating rules and operator habits create lengthy delays at junctions.
- One half of the personnel who make up the first line of supervision (Starters) in the Central Subway are new to that location and have had little experience working with LRVs.

Green Line changes planned for the fall will also be monitored by the Advisory Board.

First Fiscal Year Review

The MBTA has just completed its first July-June fiscal year. The change from a calendar year budget cycle was mandated by the legislature, although assessments will continue to be on a calendar year basis. Several aspects of this first fiscal year are notable.

SPECIAL PROJECTS FUNDING

Acting Treasurer Richard Brown in consultation with Lewis Bailey and Associates and others, recommended changes in the financing of the Authority which saved nearly \$5 million over approved expenditures for debt service. The savings could not be used by the T; control of the funds reverted to the Advisory Board.

In part because of continued serious service disruptions, particularly on the Red Line, the Advisory Board indicated its willingness to consider the funding, under certain conditions, of special maintenance projects with the dollars saved in the FY 1984 authorized budget. Included in the conditions were the requirements that the maintenance projects reduce future expenses and improve future service. On June 28, \$4,851,100 worth of projects representing the priorities of the MBTA Operations Directorate were funded by the Advisory Board.

The funding is for one-time projects designed to enable the T to correct some of the deficiencies resulting from years of deferred maintenance. Projects focus on upgrading deteriorated track and improving the reliability of rapid transit and light rail vehicles. Advisory Board funding for Red Line projects in particular was encouraged by a group of 13 members of the Legislature. Two committees, one from the Advisory Board and one from the MBTA Board of Directors, will monitor the work.

The funding of these projects marks agreement among the Authority, its Advisory Board and a number of district legislators. The MBTA originally requested a FY 1984 budget which required \$305 million in Federal,

State and municipally funded subsidies. The Advisory Board authorization trimmed \$14 million from that amount. The Authority's ability to avoid anticipated expenditures and to augment forecasted income further reduced required subsidies by \$7.1 million. The Advisory Board decision to reinvest \$4.8 million in extra system maintenance (\$2.3 million will revert to taxpayers of the Commonwealth) may encourage Authority personnel to look more creatively at ways to minimize taxpayer cost increases while maximizing service benefits to the public.

BUDGET PERFORMANCE

With transfers authorized by the Advisory Board, the Authority's FY 1984 \$399 million expenditures were on budget. There appear to be considerable differences in spending between January-June periods and July-December periods. Some of the difference is probably weather related, some is due to timing of certain expenditures (particularly true of commuter rail in FY 1984), and some may be the result of deferring expenditures to the second half of a fiscal year in order to defer by a year their effect on state and municipal budgets.

MBTA EXPENDITURES (in millions of dollars)

	1	2	3
	-----	-----	-----
T Provided Serv.	131.0	129.3	140.1
Contracted Serv.	23.3	21.8	26.4
Debt Service	36.1	38.0	38.6
Special Projects	--	--	4.9
	-----	-----	-----
Total Cost	190.4	189.1	210.0

- 1 January - June, 1983
- 2 July - December, 1983
- 3 January - June, 1984

Most departmental expenditures in the second half of the fiscal year followed planned budgets relatively well, with significant exceptions including a \$2.3 million overrun in fuel, \$2 million each underexpended on both wages and materials in maintenance departments, and a \$1 million overrun in Transportation Department

wages. Net of special projects, total expenditures for T provided services were up 6.9% from the same six month period a year ago.

SHORT TERM/LONG TERM

Minimizing short term criticism vs. maximizing long term benefits is an unavoidable choice and dilemma for politicians. Too few resources spent on what constituents want now, and reelection chances are dimmed. Too little attention to long term public benefit and the official is open to charges of waste, mismanagement and incompetency.

At the MBTA, these tradeoffs come, in part, through allocation of incremental resources to pay either for additional transportation services or additional maintenance. The temptation is always to add service in response to requests (or demands) from fellow politicians or constituents, robbing maintenance budgets if necessary. Thus, in the past 30 months, the Transportation Department has exceeded its budget by 5% while equivalent planned budgets in maintenance departments have been underspent by 3% on average. In FY 1984, the percentages were reversed. Overspending by the Transportation Department was 3%, and underspending of planned budgets was a full 5% in departments concerned with maintenance. The disparity in the second six months was greater than in the first six months of the year.

The greatest underspending was for maintenance materials (\$2 million) with Red Line vehicle maintenance a significant exception. More resources than planned were used to keep sufficient Red Line cars available for service.

The ability of the Authority to plan (budget) required manpower is still shakey.

FY 1984 MBTA WAGES (OVER)/Under Budget		
	\$	%
Non-Operating Depts.		
Straight Wages	\$200,109	1.6%
Overtime	(350,822)	(72.1)
Total Wages	(150,713)	(1.5)
Operating Depts.		
Straight Wages	4,018,448	3.0
Overtime	(3,380,424)	(94.6)
Total Wages	638,024	0.5

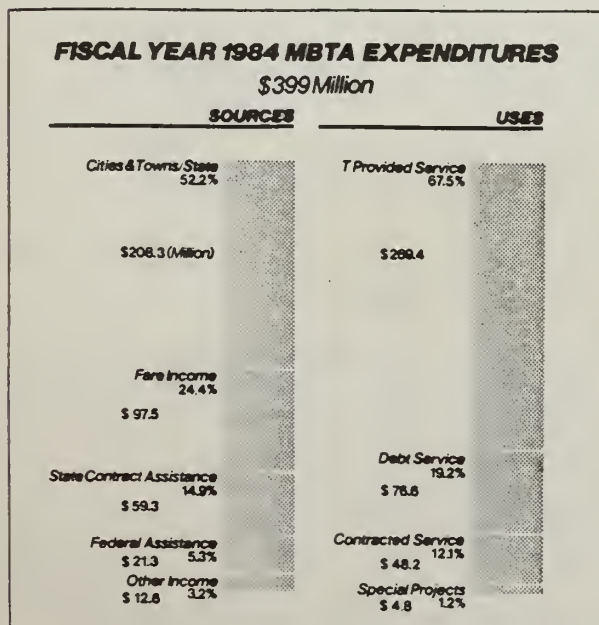
The above figures indicate that budgeted manpower additions (162 at \$26,000 per year) did not occur as planned; instead, an additional 96 manyears were purchased at more expensive overtime rates. This problem was most severe among operating departments during the second half of the fiscal year.

WORKER'S COMPENSATION

This troublesome area continues to exceed budgets. It appears, however, that the reforms initiated by the Authority so far have begun to bring costs under better control. Expenses were down 15% during the first half of FY 1984 and a subsequent 19% reduction from the first to the second six months of the year sets the stage for expenditures in line with budget for FY 1985. The current expenditures level must be 20% lower to be within the FY 1985 budget limits.

The MBTA Board of Directors recently renewed the Authority's contract with the firm of Murphy and Beane for administration of worker's compensation cases. The outside firm's involvement has resulted in greater control of the program and has freed up MBTA staff. That staff was able to reduce its backlog, to initiate a light duty program, to

to page 6



Review from page 5

pursue reinsurance money and to plan the establishment of accident prevention and supervisor training programs. These new programs must continue the reduction of hours lost to claimed industrial accidents.

PASSENGER REVENUE

Fare revenue showed a sharp rise during the six months ending in June, increasing \$2.6 million (5.4%) from the same period a year ago and 3.8% from the first six months of the fiscal year. For the month of July, revenue was 9% higher than it was last July. Such increases indicate a heartening growth in ridership or better revenue collection or both. Over the full fiscal year, the Authority reports an increase of revenue from pass sales of 10%.

The Advisory Board will publish a full report of FY 1984 MBTA performance in late September.



MBTA staff have developed a ten year strategy for bus fleet replacement, demonstrating the kind of planning which would have avoided current vehicle shortages on the Red and Green Lines. The strategy includes the use of performance specifications which will allow the purchase of "Advanced Design Buses", an example of which is shown here (bottom photo) in contrast to a current MBTA General Motors bus.

T Pay from page 1

communities by between 26.4% and 51.9%.

- Hourly rate skilled workers for cities and towns earn an average of \$8.26 per hour while the average at the T is \$12.70 per hour.
- Wages at the T for the 11 hourly workers on average are 53.8% greater than those for counterparts employed by cities and towns and 59.4% greater than those paid by the State. Earnings of such workers exceed those at Massport and the Turnpike Authority by 19.3% and 36.8% respectively.
- Top executives at the T earn less than their counterparts at the Turnpike Authority and Massport, although generally more than their counterparts in the 5 largest cities.
- The average community surveyed pays 65.7% of Blue Cross/Blue Shield Master Medical Insurance for its employees; the T pays 100%.
- The majority of the cities and towns, as well as Massport and the Turnpike Authority, allow 15 sick days per year. The T allows only 10 sick days per year.
- Seventeen out of the twenty-three cities and towns offer a \$2000 term life insurance policy. On average, they pay 60.4% of the premium. The T pays 100% of a \$9000 term policy. Massport and Mass. Turnpike offer even more valuable life insurance packages.
- The MBTA is the only employer included in the study to allow employees to work their way up to seven weeks of vacation per year. All other surveyed employers have a maximum level of five weeks.
- The T is the only employer to offer Social Security.
- Though the MBTA currently offers salaries significantly greater than those paid by the other employers surveyed, the T salary advantage vis a vis the state and local communities has diminished somewhat since the Advisory Board's last survey in 1980.

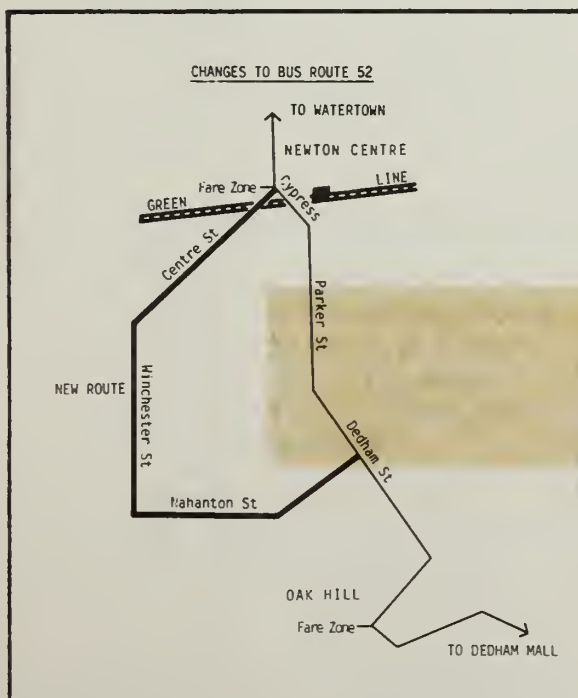
The full report will be published in September. Copies will be available from the Advisory Board.

Fall Service Changes

The MBTA Fall schedule will begin September 8, with changes in 10 bus routes and on the Green Line. Two car trains will return to the Green Line's Riverside branch during the morning and evening peak periods and LRVs will be used on the Heath Street route along Huntington Avenue. Maintaining sufficient cars for these changed operating plans will be a prerequisite to their success. Reconstruction of Central Subway tracks will begin during the Fall which may affect Green Line service.

Bus route changes are as follows:

- **ROUTE 29** Two additional buses will be assigned during Saturday afternoons to the Mattapan-Eagleston service along Blue Hill Avenue.
- **ROUTE 52** Service will run every 30 minutes instead of every 45. In addition, every other trip will run along Center, Winchester and Nahanton Streets (see map) in Newton instead of Cypress and Parker. This change is in response to a City request to serve the Community Center located at Winchester and Nahanton Streets.



- **ROUTE 70** Due to increased Sunday ridership to the Arsenal Mall, service will now run every 30 minutes. On weekdays and Saturdays, additional service will run between Watertown Square and Central Square in Cambridge.
- **ROUTE 71** Service reliability should improve as the through routing of trips to North Cambridge is discontinued. Mid-day service will run every 12 minutes instead of every 16.
- **ROUTE 73** Mid-day Waverly service will run every 12 minutes.
- **ROUTE 77** Due to passenger demands, limited stop operation between Harvard Square and Cameron Ave. will be restricted to rush hour only. Passengers destined to such points as Porter Square and Walden Street will now be able to use both 77 and 77A service during off-peak hours.
- **ROUTE 77A** Service reliability should improve with the discontinuance of through routing service to Watertown Square.
- **ROUTE 89** The combined effects of higher ridership and additional signalized intersections along this route have caused slow service. In response, run times will be increased for operators which should improve service reliability for passengers.
- **ROUTE 94** Evening service will be instituted between Harvard Square and Medford Square through West Medford with hourly service from 7PM to midnight.
- **ROUTE 305** Due to the North Station bridge fire, many former commuter rail passengers had been taking the Waltham-Boston express with overcrowding affecting early trips, particularly the first trip at 6:40am. Starting September 10th, a 6:30am trip will be added.

SHORT RUNS

DESPITE PROGRESS in automating management information systems and hiring additional analytic staff, the Authority is unable to provide the Advisory Board with requested monthly departmental manpower figures. Seems the Authority knows how many people it pays each month, but cannot tell how many people actually work there!

THE AUTHORITY paid nearly \$400,000 (26,844 hours at \$14.83 per hour) in Fiscal Year 1984 to transportation department employees for "picking." "Picking" is the process by which employees choose their work location, hours of scheduled work or routes, with the most senior person choosing first, followed by the next senior etc. While management rights legislation allows the Authority to "assign" employees to jobs, the practice of "picking," with both its advantages and disadvantages, continues.

"ON OR BEFORE APRIL first of each year," the Authority, by statute, is to render an annual, calendar year report of its operations to the Advisory Board, EOTC, the Governor and the Legislature. MBTA officials are now indicating that the report should be available in September.

The Association for Public Transportation has recently published its fourth edition of "Car-Free in Boston." This handy guide contains valuable information for newcomers, commuters, shoppers, students and tourists. Over 1,000 destinations for sports, entertainment and work places are included. The book contains route descriptions for trips by train, bus, ferry, cab, bike and rented car. It is available at most bookstores for \$2.95 or by mail order for \$3.95 from:

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THE ADVISOR

NEWSLETTER OF THE MASSACHUSETTS BAY TRANSPORTATION AUTHORITY ADVISORY BOARD

December 1984 Volume 2 Number 4

JACK LEARY REPRESENTS THE VERY BEST OF THE MBTA. HE POSSESSES AN OUTSTANDING COMBINATION OF MATURE MANAGEMENT ABILITY, SOUND TECHNICAL SKILLS AND AN ESSENTIAL SENSITIVITY TO THE HUMAN ASPECTS OF PROVIDING TRANSPORTATION FOR A HALF A MILLION PEOPLE DAILY.

General Manager James F. O'Leary

John K. Leary, Jr.: MBTA Advisory Board Man of the Year

Two days after his 23rd birthday in August of 1966, a young man walked into the Arborway carhouse to begin training as a PCC operator. William T. Wilson, Superintendent of the Central/Reservoir District at the MBTA remembers that day and says that from that day forward, John K. Leary, Jr. has been a "dedicated, well liked" T employee who has never lost his "shy, boyish manner" or his "genuine nature."

Now Deputy Director and Chief of Staff for Operations, Jack Leary is known and respected throughout the T for his knowledge, skill, integrity and sensitivity. He is less well known elsewhere because, as Mr. Wilson puts it, he "doesn't like to take the limelight, but stays in the back." Superintendent Wilson goes on, "He's always there though to provide the necessary support."

Jack Leary provides the necessary support and more. With responsibility for the day to day operations of the system, he makes the trains and buses run and deals with the problems when they don't. He has line responsibility for the departments of Transportation, Automotive Equipment Maintenance, Green Line Maintenance, Rail Equipment Maintenance and Engineering and Maintenance, yet he's never too busy to return phone calls or explain an issue.

Father of two and a resident of Needham, Jack started his transportation career after high school with the William S. Carroll, Inc. bus company.

That career has been marked by steady growth and promotions. By the time he was 21, Jack had been promoted twice and was managing all of Carroll's operations, supervising approximately 200 full and part time workers. Needham neighbor and Advisory Board member Henry Hersey says, "not only is Jack a super fellow, he readily assumes responsibilities and carries them out. He's very capable and maintains his pace."

Within two years of joining the MBTA, Jack began to assume management responsibilities and by 1969 was Supervisor of Staff Services for the T's Construction Directorate, managing its administration and at the same



John K. Leary, Jr.

MBTA Advisory Board Man of the Year

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What's in a Ratio?

The MBTA Advisory Board Finance Committee has recommended that the MBTA Board of Directors and Advisory Board "look seriously at the implications of the Authority's comparatively low fare coverage ratios." A fare ratio is a fraction using fare revenue as the numerator and cost of service as the denominator. Fare revenue of \$50 and cost of \$100 gives a ratio of 50/100 or .5 and indicates that fares pay or "cover" 50% of the cost of providing the service used.

The Committee recommends that fare coverage ratios contained in the FY 1986 budget (33.3% for MBTA provided service, 26% for commuter rail and 5% for The Ride) "be considered minimum, and that the MBTA identify measures to increase all of these ratios." The Committee says attention should focus first on the Authority's costs, "which are high in comparison with other systems."

One way to improve fare ratios is to increase productivity through better, more economical ways for people to do their work. The Advisory Board's approved FY 1986 budget mandates such improvements. It calls for a reduction in employee absenteeism as an initial step to cut labor expenses.

Effective service which brings in more revenue for a given dollar of cost is a second method to increase the fare coverage ratio. It is the T's responsibility to gather and update information on a regular basis which enables service planning and scheduling staff to route buses and schedule trains so that they meet transportation needs of current riders and provide options for potential riders. Two way communication with passengers and accurate, up to date ridership information are essential for delivery of effective service.

Improved fare collection or changes in the fare structure also result in a higher fare ratio. The extent of fare collection equipment out of service and the number of open

gates suggest that the T is not collecting all the fare revenue it could. The June issue of this newsletter suggested that the T Board of Directors review fares, looking particularly at issues of equity, at ways to simplify the fare structure and provide better user-targeted subsidies and at the efficacy of small, frequent fare increases.

Some Advisory Board members advocate fare increases; many do not. The Board's Executive Committee has asked the MBTA Board of Directors to update information in the Environmental and Socioeconomic Impact Report on the 1981 fare increase. That report recommended that goals be established for fare coverage ratios and reviewed annually as part of the budget process.

The Advisory Board appears ready to follow that suggestion.

The Advisory Board Finance Committee is made up of Advisory Board members Peter Boyer, Watertown Town Manager; Marcia Crowley, Wayland Selectman; Ellen Fisher, Concord; Richard T. Leary, Brookline Executive Secretary and Michael J. Sullivan, Medfield Executive Secretary. Those who serve pro bono on the Committee as non Advisory Board fiscal experts are Philip N. Shapiro, Director of Investor Relations for the Bank of New England; Raymond G. Torto, John W. McCormack Institute of Public Affairs, University of Massachusetts; and Peter Van Aken, Vice President for Administrative Affairs, Brandeis University.

THE ADVISOR

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Antonio J. Marino, Chairman

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Winter Service Changes

The MBTA Winter schedule will begin December 29, with changes on 17 bus routes and on the Green, Red and Blue Lines. The most significant change is the operation of Red Line service to Porter and Davis Squares which opened on December 8th (cf. related story). On the Blue Line, four-car trains will operate until 7:30PM.

Green Line schedules will be adjusted to reflect changes in ridership. 14 two-car Arborway trains will operate during peak periods instead of the current 11. Saturday Boston College service will operate every 4 minutes.

Bus route changes are as follows:

- ROUTE 3 Service will operate via Park Plaza to accommodate passengers transferring from commuter rail and express buses at South Station.
- ROUTE 20 Sunday service will run via the Keystone Apartments.
- ROUTE 38 Wren Street service will begin prior to 6:00AM.
- ROUTE 59 Service will operate along Needham Street in Newton.
- ROUTE 67 One morning trip from Lexington to Arlington Center will be added to accommodate student ridership.
- ROUTE 71 Trips to Harvard Square will depart from the new busway in Watertown Square.
- ROUTE 83 Morning rush hour service between Ringe Towers and Central Square will operate every 7 minutes instead of every 10.
- ROUTE 90 Due to increased ridership to the Assembly Square Mall, midday and afternoon service from Davis and Wellington Stations will operate every 35 minutes.
- ROUTES 94/96 The first inbound and last outbound trips between Harvard and Medford Squares will operate

along Route 94 (West Medford) instead of Route 96.

- ROUTE 108 Linden-Wellington schedule will be improved.

Due to delays in the Forest Hills area, schedules for the following routes will be adjusted in an effort to improve reliability:

ROUTE 34 Dedham Line
ROUTE 35 Stimson/Washington
ROUTE 36 Charles River
ROUTE 37 Baker/Vermont
ROUTE 38 Wren Street
ROUTE 40 Georgetown
ROUTE 50 Cleary Square
ROUTE 51 Cleveland Circle

Record Budget Approved

On November 29th, the MBTA Advisory Board, representing 78 cities and towns in the MBTA district, authorized a budget of \$472.5 million for the region's public transportation Authority for the fiscal year beginning next July. The spending authorization is an increase of \$41.1 million (9.5%) from this year's T budget and reduced the T's \$491.7 million request by \$19.2 million.

The FY 1986 budget provides funds for extra maintenance and employee training as well as for operating additional miles of the Red Line to Alewife. The authorization also funds the introduction of new Type 7 LRVs on the Green Line beginning in April, 1986 and provides for expansion of The Ride, the T's para-transit service for passengers with special needs.

The Authority's request was a product of a new process which identifies costs at the most minute level of detail. Advisory Board Executive Director Lewjean L. Holmes says that "the new budget format is designed to be an operating plan. With a few years of refinement and when the T can evaluate actual compared to planned expenditures at the same level of detail, internal budgeting at the T will have a great deal of usefulness.

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Red Line Opens to Davis

On December 8th, after fifteen years of planning and construction, the MBTA opened Red Line stations at Porter Square in Cambridge and Davis Square in Somerville. Built as part of the MBTA's \$575 million Northwest Extension, the two stations bring rail transit service to North Cambridge and Somerville for the first time.

At ceremonies well attended by area residents and local officials, Somerville Mayor Eugene Brune, Vice-Chairman of the Advisory Board heralded the new Davis station as "a symbol of success" and "a reward for years of patience and hard work."

Porter Square Station, located at Massachusetts and Somerville Avenues, is the deepest station on the MBTA system with the platforms located more than 120 feet below street level. It is an interchange point between the MBTA's commuter rail line to Fitchburg and Gardner and the Red Line.

Davis Station, the temporary terminus of the Red Line, will afford significant savings in travel time to other points in Cambridge and Boston. Both stations feature elevators for the elderly and disabled, closed circuit television security systems, bicycle racks and unique works of art.

Trains will be scheduled every 4.5 minutes during peak periods with 5-7 minute frequencies off-peak. Significant increases in ridership are not anticipated at the new stations as changes in bus routes to feed passengers to the new stations will not take place until Alewife station is opened in April. Nevertheless, during the first week the T recorded approximately 3500 riders at Porter and 2500 at Davis Square.

Rare Look at T's Capital Side

State Auditor John J. Finnegan's report on the expansion of the Red Line south of Boston covers a 12 year period beginning in 1971 and details seven "findings and deficiencies". Although the press release and press coverage of the report tend to overdramatize the report's tone and substance, most of the findings point to areas of the Authority's mammoth construction efforts which tend not to be adequately scrutinized by independent Massachusetts agencies or public watchdog groups.

The decision by the Auditor to look at the capital construction side of MBTA business, even though Federal auditors each year monitor Authority construction activity, is an opportunity for the taxpayers in the Commonwealth to gain some indication of the way local tax dollars are being spent. Federal audit results are not usually shared with local officials or the press, despite the fact that an increasing part of the MBTA budget is for debt service on the bonds issued to provide the local share of construction costs (generally 20%).

The report indicates that the present T management team is "not responsible for the problems uncovered by the audit," and the Authority's explanations as contained in the report appear responsive. Nevertheless, the report points to areas which may be pertinent to current activity, and it is the Authority's responsibility to assure taxpayers that any deficiencies in its procedures and controls have been rectified.

Supplement to the *Boston Globe*

T Red Line News
Number 5 October 1978

Red Line Construction Underway

MBTA Breaks Ground at Davis Square

2 stations debut on Red Line

By Paul Hirschman
Globe Staff

After six years of digging, delay and aggravation, the MBTA yesterday opened two of its three new Red Line stations with fanfare and a free ride.

Gov. Michael S. Dukakis and MBTA General Manager James F. [unclear] presided over the opening ceremony of the station in [unclear].

Dukakis speaks at the opening ceremony of the station in [unclear].

Leary from page 1

time working on a B.S. degree in Business Administration at Northeastern University. The degree was awarded in 1971, but the "dedicated," "self-motivated" man described by his colleagues did not stop learning.

His various jobs at the T have proved fertile ground for mastering both the management of internal resources and the management of external constituencies. He has planned manpower, administered and controlled budgets of hundreds of millions of dollars, supervised varied personnel, developed projects, scheduled development programs and evaluated strategies to accomplish objectives.

He has also worked with communities and groups trying to improve service. In the cities and towns of the T district, he has an excellent reputation. Lynn Mayor and Advisory Board Chairman Antonio J. Marino labels him a "first class public employee. His word is good." Others in communities say he's been someone who "always responds," "a man you can talk to," a guy who understands your concerns."

Two promotions since 1980 took Leary first to Assistant Director of Construction and, in 1982, to his current position in operations. Francis M. Keville, head of the MBTA's Construction Directorate says of that move, "Construction had a great loss; Operations had a great gain." Director of Operations William G. Stead agrees: "As the highest ranking career employee in the Operations Directorate, Jack's skills, insight and historical perspective are critical to the success of the day to day operations of the MBTA and his leadership and loyalty are central to the success of the team directing T operations. As an administrator overseeing 5200 employees and as a senior operating officer, Jack ranks with the best in the transit industry."

Fellow workers couple praise of Jack's abilities with attempts to explain why they value him as a



Operating assistants Ray Diggs(l.) and John Brown(r.) flank MBTA Advisory Board Man of the Year Jack Leary

person. Stead calls him "an outstanding professional and a gentleman." Willie Wilson says he has a "keen knowledge of the nuts and bolts of operations" and "knows the feelings of the guy on the line." "He listens." And, perhaps revealing part of Jack's management style, Wilson says of his one-time PCC operator, "He relies on me." Keville says Jack is one of those rare human beings who "always gives the straight dope." Stead asserts, "working with Jack has been one of my most rewarding experiences at the T."

John K. Leary, Jr. is self-motivated. Behind his reticence is a secure person who knows that his efforts are good. He has grown at the T through his own hard work and skill. He was also grown by the T and is the perfect example of the opportunity organizations sometimes have to identify and cultivate the very best in talent.

John K. Leary, Jr. is trusted. His secure personality allows him to trust others. He is among the best, at the T or anywhere.

The Advisor is proud to name John K. Leary, Jr. "Advisory Board Man of the Year."

Pension Fund Performance

MBTA Pension Fund performance for the last two years (calendar 1982 and 1983) has been outstanding. Returns on investment of 27% and 17.2% respectively contrast sharply with those in the ten preceding years which averaged an estimated 4.7% annually. In a very short time, performance has risen from the bottom 10% of public funds to the top 10% as tracked by A.G. Becker.

This dramatic change in performance can be attributed primarily to the reorganization of Fund management in late 1981. At that time the Fund changed from a single investment manager, the First National Bank, to a balanced multi-manager system in which four managers with equal shares compete against each other as well as against a "passive core". This change came after a long internal battle which centered on the issue of "deposing" the politically powerful First National from its monopoly as fund manager. Several sources credit Jack Gallahue, then head of the Boston Carmen's Union and a member of the Board and now Executive Director of the Fund, with taking the lead in this reorganization struggle.

Since the T and employees share responsibility for what is called the normal cost of the Retirement Fund (an actuarially determined number dependent on membership, retirees, mortality rates etc.), poor fund performance means that, in the long run, both the T and employees must pay more in contributions to meet the liability of the Fund's defined benefit plan.

The contrast between the periods 1975-81 and 1982-83 is instructive. From 1975 to 1981 the value of Fund net assets rose at the annual rate of 12.9% while benefits paid out were increasing 17% per year. From the close of 1981 to the close of 1983, the value of net assets increased at an annual rate of 21.2%, while paid benefits rose 17.3%. In the earlier period the Fund's unrounded liability increased each year, and Authority and employee contributions accounted for 65.32% of the growth in assets. In the more recent period the unfunded

liability has shrunk each year, and employee and Authority contributions (though actually a larger percentage of salary) account for just 31.7% of the increase in assets.

In December 1982, the Retirement Board took another step toward a healthier future. It hired Jack Gallahue to replace the retiring Executive Director Michael Powell. Gallahue's primary goal in the last two years has been to build on the new fund management success to make it competitive with the best of pension funds both in return on investment and service to pensioners. Sources on the Board feel he has done a creditable job in professionalizing operations. The Advisory Board finds him a refreshing change from his predecessor who repeatedly refused all exchanges of views or requests for information beyond annual reports.

Pensions Upheld

The MBTA has filed an appeal in the State Appeals Court to overturn the November 26th ruling by Superior Court Judge William Young which upholds the action of the MBTA Retirement Board granting pensions to six former T employees currently under indictment for larceny of T property.

The Authority had sought an order for declaratory judgement from the court arguing that under Chapter 30, Sec. 59, MBTA employees under indictment for misconduct in their employment are not eligible for pension benefits. The Authority also asked the Court to interpret the Pension Agreement to make mandatory a restitution of funds by those charged if they are found guilty.

The Authority lost on both counts. Judge Young declared that while T employees are subject to Chapter 30, sec 59, that law holds only for employees under suspension, not for those terminated by their employer. Since the Authority terminated the people in question in August (after they had filed for pensions), they are no longer subject to the

to page 7

Pensions from page 6

statute's force. Further, the judge ruled that the Retirement Board has the discretion to enforce restitution of funds through deductions from benefits or from funds to be returned to contributors.

The role of the Retirement Board in this series of events warrants attention. In July when the 6 employees (then suspended and under indictment) filed for retirement, the six member Retirement Board (3 union, 3 management) deadlocked on the issue of granting benefits. The Pension Agreement has provision for a 7th person to participate on the Board and vote in cases of deadlock.

In September Dan McGill of the Wharton School, the 7th person, presented a brief on the issues to the Board. Though interpreted differently by members, the brief had the effect of changing the vote to 5 to 1 (with Jim Smith dissenting) to grant the pensions "subject to the certified claims of the MBTA for unpaid debts and subject further to any applicable state law that may properly be invoked by the Attorney General". Smith feels his dissent was supportive of McGill's brief and was cast to uphold Board tradition of settling debts before release of any benefits.

As we go to press, the six men in question are receiving their pensions. According to Jack Gallahue, Executive Director of the Retirement Board, if they are found guilty, the T has recourse to attach their pension benefits in order to recoup losses attributable to them. Twenty-seven other indicted employees who lacked the years of service to qualify for a pension have had the return of their contribution to the pension fund blocked indefinitely by the Retirement Board, presumably awaiting disposition of their cases. This gives the MBTA the opportunity to certify a claim for unpaid debt. The case of the remaining man who pleaded guilty has been resolved with restitution of "lost" funds.

Budget from page 3

The budget is an increase from FY 1985 of 7.5% for MBTA delivered service, 7.2% for Commuter Rail, 68% for Local Service Subsidies (primarily The Ride) and 15.9% for debt service.

FISCAL YEARS 1985 AND 1986 AUTHORIZED MBTA BUDGETS (in millions of dollars)

FY 1985		FY 1986
-----		-----
\$288.7	MBTA Delivered Service	\$310.3
51.8	Contracted Service	57.0
90.8	Debt Cost	105.2
-----		-----
\$431.3	TOTAL EXPENSES	\$472.5

Advisory Board Vice Chairman and Somerville Mayor Eugene Brune said that this year's budget decisions were made in an "atmosphere of cooperation and mutual concern that the T's progress in providing better service for passengers continue." He said the Board's decision was "responsible." "It shows that supporting priority needs of the system AND fiscally sound budgets are not incompatible."

The Finance Committee report charged the T with responsibility to negotiate labor agreements "which are fully responsive to public sector fiscal constraints and wages and fringe benefits offered by other public sector employers." The Authority is now in negotiations with its largest union (Local #589, Carmen's Union) to determine the terms of a new contract to begin in April of 1985.

A recent Advisory Board report found T wages and fringe benefits to be considerably higher than those paid by other public sector employers. The Advisory Board's budget reductions included a 1% increase in labor productivity, and the Board indicated that any wage increases must be funded through additional productivity savings.

SHORT RUNS

The MBTA is about to release its 1983 annual report. Due last April by statute and promised for September, it has apparently been held up because of a search for perfection among the expanded public relations staff at the T, rather than by any financial irregularities found by the auditors.

* * *

The Authority's Consumer Relations department has augmented its reports of complaints received by the T to include a specific list of commendations in each period as well as a breakdown of the types of complaints received. During the two week period ending November 30, 1984, a total of 215 complaints were received, 117 of them concerning T employees. Of the complaints about T workers, more than half charged "rude and abrasive" behavior. That category has been the largest in each of the periods since more detailed information has been provided to the Board of Directors.

Indicating problems with Authority fare collection is the story of an habitual T watcher who tried to buy a token at Government Center station on Monday, December 10 at 9:15 a.m. The collector on duty indicated he had no tokens to sell and requested that the rider simply pay cash and go through the collector's non-recording turnstile. When the T rider refused, the collector put a foreign coin into a slot in a recording turnstile which then admitted the passenger. A supervisory employee confirmed that tokens were not available at Government Center that morning. WHY?

* * *

Three MBTA employees at Fields Corner station were too busy celebrating the holidays with candles and lights in the collector's booth to respond to a passenger volunteering to identify a number of youths who had jumped a nearby fence in a successful effort to avoid paying fares.

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THE ADVISOR

NEWSLETTER OF THE MASSACHUSETTS BAY TRANSPORTATION AUTHORITY ADVISORY BOARD

February 1985 Volume 3 Number 1

MAR 15 1985

Canby Joins Team

The lengthy search for the right person to fill the long vacant and prestigious job of chief financial officer at the T ended this July when the T Board of Directors unanimously selected Anne P. Canby, former Commissioner of the New Jersey Department of Transportation as MBTA Treasurer-Controller.

In filling the vacancy, Canby assumed responsibility for the general supervision of all funds, investments, and accounts of the Authority. She also took charge of a central internal support department which controls much of the information and many of the functions essential to the working of the Authority.

Canby is originally from Wilmington, Delaware; but Massachusetts is not foreign to her. She is an alumna of Wheaton College in Norton, where she received her B.A. degree in history. She now resides in Boston.

As Commissioner of the New Jersey Department of Transportation, Canby's functional responsibilities ranged from planning and managing to construction and development. The scope of her work encompassed the state highway system, rail freight and some aviation. Serving also as the Chairman of the New Jersey Transit Board, Canby dealt with many of the same issues that she faces at the T: funding, fare policy, federal government regulations and capital programs.

In her previous capacity as Assistant Commissioner for management, she worked on operating and capital budgets, developed capital programs, and was responsible for all accounting as

*to page 3***Shifts in Commuting Signal Warning**

Data contained in a Metropolitan Area Planning Council (MAPC) report on changes in commuting practices in the decade between 1970 and 1980 is food for considerable thought by transportation planners and policy makers. The report by Douglas Carnahan shows the way various segments of the population in metropolitan Boston get to work. While the working population increased 16% during the ten year period, those using public transportation for worktrips decreased, in some cases dramatically.

The figures from 1970 and 1980 U.S. census reports which accompany this story show various residence and place of work categories and the transportation mode used by each to get to work. The only group showing an increase in use of public transportation is that of suburban residents working in Boston. The report says of Boston residents who also work in Boston, "Since 1970, one worker in five has given up commuting by public transit, surely not an optimistic trend given the relatively good availability of public transit in Boston."

The report indicates that public transportation is used more by women than by men and more by minorities than by whites. It is used more by those with intermediate incomes than by workers with either high or low earnings.

The report has sobering implications for public transportation, given that the region's planning agency expects future population growth to occur primarily in the low-density communities on the region's periphery. "Low-density residential development

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Ridership Stats Inadequate

In December, 1984 a Central Transportation Planning Staff (CTPS) report was released on the November, 1983 program to gather and analyze statistical data on T ridership and fares. Data included the number of passengers boarding, the type of fare paid and farebox revenue for selected routes.

The purpose of the sampling program is to estimate an average fare paid on the MBTA in order to estimate ridership from revenue. As outlined below, however, the report documents enough flaws to raise questions about its usefulness. Further, the sample does not capture ridership changes as a result of seasonal or schedule variations as suggested by draft Federal guidelines for such surveys. In fact, the first recommendation contained in the CTPS report is that there should be an "ongoing program of regular maintenance (of data collection devices) to ensure that accurate data are obtained throughout the year...." (emphasis added).

The sampling program began in 1981. CTPS documents areas where the sample may be biased, other areas where data reliability problems are encountered and revisions in estimates for past years. The 1983 report contains a 9.4% downward revision of the 1982 estimate of average, unlinked weekday surface trips.

The survey design and significant parts of the analysis rely on data from the 1978 systemwide passenger survey. For example, that survey indicated that 29% of riders use rapid transit only, 31% use surface only and 40% combine a surface and rapid transit trip to arrive at a destination. Because there is no more recent data available, the analysis assumes these proportions are still valid.

The survey data is supplemented by other information from the T. For example, a computer printout is the source of information for the number of tokens used and daily cash receipts, but the data in that printout must be adapted because "passmeters at

a number of stations are disabled, registering no values or incorrect ones." In 1982, a sample was taken of passengers using "unofficially" open gates. The results of that sample were used again in 1983.

The 91-page CTPS report concludes that the average T fare in November, 1983 was 64.1¢, up from 63.5¢ in November of 1982. Although revenue rose 4.6% from November, 1982, the change in average fare yields an estimated ridership increase of 3.6%.

The fare mix survey for November, 1984 has been concluded, but data analysis is now on hold, in part because the T does not consider it a priority compared to other work at CTPS. We do not know whether the increase in ridership has continued, although annual 1984 revenue increased 6.4% from 1983. Unless the new average fare for 1984 is significantly lower than that of 1983, estimates from November revenue show average ridership is still about 6.8% lower than it was during that period in 1980.

The introduction to the CTPS report indicates that the purpose of the fare-mix sampling program is to estimate daily and annual ridership and that, "(i)n addition, accurate data (are) needed to develop pricing and marketing policies and to satisfy federal reporting requirements."

Satisfying federal reporting requirements is probably the only real use for the \$62,000 fare mix sampling program. Service planners at the T struggle to make judgments about service needs with only a scanty data

to page 6

THE ADVISOR

The Advisor is produced and published by the staff of the MBTA Advisory Board which represents seventy-eight Mayors and Boards of Selectmen.

Antonio J. Marino, Chairman

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Anne P. Canby, MBTA Treasurer-Controller

well as all engineering, design, construction and maintenance.

Her varied past responsibilities are a major asset in performing the multiple tasks facing her now. Upon arrival at the T, Canby immediately faced a number of difficult problems: serious security issues involving revenue collection; antiquated financial systems, especially payroll; a large number of unfilled vacancies and a host of departmental management issues. She sees a need for a complete restructuring of the existing revenue collection system and the automating and updating of payroll and other Authority financial systems.

Also commanding attention from the new Treasurer is the development of a strategy for dealing with debt. Though the Red and Orange line improvements are nearing completion, Canby says that money will still be needed for reinvestment in the "old" parts of the system. "We need to look

at the whole debt structure and put some thought into debt strategy."

Canby's attention in her first four months in office has of necessity focused on people resources. Assessing the skills of current staff, reallocating staff to better match abilities with jobs and filling the large number of vacancies has kept her busy. It has also been a time for the new Treasurer to get the feel of the whole Authority and learn how the parts relate. A year from now, Canby says the Treasurer-Controller's office will be adequately staffed and will be well on its way to having updated financial systems and debt strategies.

Looking a bit farther into the future, Canby's plans envision a Treasurer-Controller's office with the capabilities and resources to do sophisticated financial and revenue analysis.

One "cloud" hanging over the future is the uncertainty of continued federal support for transit. Canby finds this uncertainty hampers planning, and "makes things difficult for everybody: local governments, state government and the MBTA."

On the other hand, Canby has been impressed with the level of support for the Authority coming from both the state and local levels. "I have found a genuine recognition of the essentiality of the service we are providing." Canby feels that this recognition goes hand-in-hand with the MBTA's responsibility to provide service as effectively and efficiently as possible.

Canby's commitment is to bring the Treasurer-Controller's office to the point where it measures up to that responsibility. "Our work is cut out for us," concludes Canby. "Many goals have been set and a lot of work has to be done." The determination and talents of Canby suggest that the T has a Treasurer-Controller equal to the task.

Commuting *from page 1*

spreads out ridership demand so that public transit is not warranted on very many routes. Coupled with a forecast of stable regionwide population, this diffusion also implies further erosion in potential mass transit ridership in the urban core. Recent transportation projects like the MBTA Red Line Extension to Alewife and renovation of the MBTA Orange Line may serve to attract additional ridership among those making the suburban-to-downtown Boston worktrip. Elsewhere in the region, the popularity of the automobile for commuting makes further erosion of public transit probable."

The kinds of demographic information contained in the MAPC report are vital to MBTA policy making, planning and marketing personnel as they work to make the T a viable travel option for residents of the area. The census information deals only with that

portion of MBTA users who are going to and from work, and the same trends may not be true for other users of public transit. However, latest ridership estimates still put total MBTA ridership below that of 1980, giving more evidence that support for public transportation is a scarce resource.

Planning which matches transportation services with needs is more important than ever. Specific efforts to influence a shift in transportation mode should be evaluated, but support of private carrier capabilities in some areas of the district, expansion of the suburban bus program and concentration of peak period resources along heavily travelled routes and greater emphasis on serving off-peak travellers should also be considered.

The full MAPC report will be included as a chapter in MAPC's book, State of the Region to be published this Spring.

<u>WORKER CATEGORY</u>	<u>1970</u>	<u>1980</u>	<u>% CHANGE</u>
Suburban Resident/Suburban Worker	556,803	691,206	24.1
Auto	433,527	567,363	30.9
Public Transportation	42,042	33,262	(20.9)
Other Means	81,234	90,581	11.5
Suburban Resident/Boston Worker	195,669	220,074	12.5
Auto	123,229	139,319	13.1
Public Transportation	68,560	75,170	9.6
Other Means	3,880	5,585	43.9
Boston Resident/Boston Worker	176,429	165,100	(6.4)
Auto	64,408	64,123	(.4)
Public Transportation	76,413	60,075	(21.4)
Other Means	35,608	40,902	14.9
Boston Resident/Suburban Worker	49,518	50,083	1.1
Auto	33,814	36,327	7.4
Public Transportation	13,263	11,312	(14.7)
Other Means	2,441	2,444	.1
Metropolitan Resident Working Outside Region	51,490	68,951	33.9
Auto	44,277	64,132	44.8
Public Transportation	3,316	1,635	(50.7)
Other Means	3,897	3,184	(18.3)
Total Workers 16 Years and Over and Not Working at Home	1,036,271	1,200,876	15.9

In Defense of Lemons

The Quincy "Patriot Ledger" recently published a story about an MBTA "lemon list," a relatively new tool used by the Authority to identify vehicles which break down more than five times in a month. Red Line cars made up 98% of the list (which included only rapid transit vehicles, not Green Line cars), and a high percentage of the listed Red Line cars had been rebuilt recently by General Electric. Both these facts are newsworthy and of interest to readers.

More questionable was the response of the Carmen's Union which also appeared in the article and which suggested that the facts indicated that rebuilding vehicles in-house rather than under contract to a private firm was preferable. A 1983 report by the state auditor was sharply critical of the in-house Red Line vehicle rebuild effort, saying that it produced neither timely nor cost effective results. While the G.E. rebuild program was not without problems, its cost and duration were a fraction of those for the in-house program. The numbers on the lemon list itself do not provide sufficient information to compare quality of the two efforts.

During much of 1981 and 1982, the Advisory Board called on the MBTA to develop better planning and analytic capability. The "lemon list" is an example of efforts at the T to develop more analytic management tools and attitudes in order to improve service. Some at the Authority see the compilation of such information as potentially dangerous, exposing the T to "bad press". A great deal of effort, for the most part successful, goes into avoiding just the sort of exposure which the "lemon list" received.

We would like to light a smudge pot (used by fruit orchardists to protect the harvest on chilly nights) in defense of the lemon and other lists now in existence at the T. Congratulations to Bill Stead and his team for developing and using the data and to the Board of Directors for encouraging knowledge, not ignorance.

Fare Medley at Symphony



Streetcar operators on the Arborway line find themselves continually trying to explain to passengers, particularly new students at Northeastern, why they must pay 75¢ inbound when buses cost 50¢ and an outbound trip is priced at 60¢. The same confusion exists for B.U. or B.C. students learning the ropes of other branches of the Green Line.

Students should not be surprised. Everyone knows there's no such thing as a free lunch. A free ride is another matter, however, and adds to rider confusion on the Arborway line. Signs outside the four entrances to Symphony station, like the one above, would lead a rider to frantically fish in pocket or purse for 60¢ before descending into the dimly lit station.

Once inside, the rider would find, as promised, a boarded up collector's booth and an absence of barriers to the platform. The surprise (or prize) comes with the train, which is likely to open all doors, admitting all, exact fare or not. Once in a while, an operator will open the front door only and collect fares, but usually an outbound ride from Symphony is one of those rare events - a freebie. Or so it may seem. In fact, taxpayers pay the cost of "free" rides, and both riders and operators suffer a cost when fare policy is so confusing.

Overtime Use Questioned

The number of overtime hours paid by MBTA operating funds during calendar year 1984 increased 27% from the previous year. Because of wage rate increases and the added hours, overtime cost increased even more (38%) to \$8.3 million.

The largest operating department increase was in Rail Equipment Maintenance, where overtime costs during the first six months of 1984 exceeded budgeted overtime by 192%. Total overtime hours decreased 6% from the first to the second half of the year.

With the passage of management rights legislation in 1980, the MBTA was given tools to manage the use of overtime better. Costs that year were \$7.1 million. The following chart shows changes in total overtime since then.

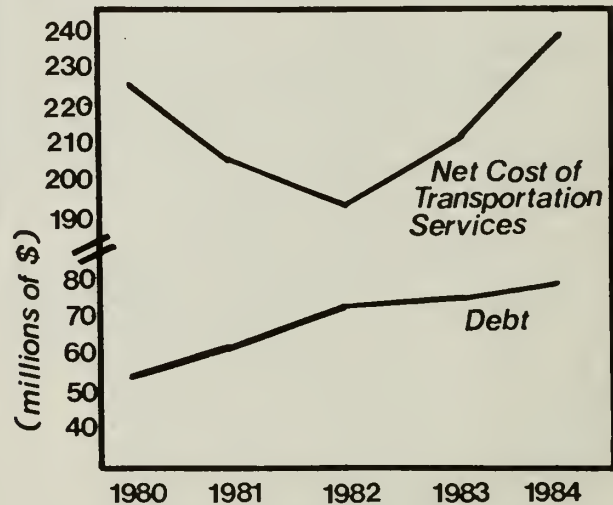
Period	Overtime Hours	% Change
CY1980	435,086	
1981	250,753	(42.4)
1982	296,014	18.1
1983	320,787	8.4
1984	408,759	27.4

Advisory Board analysis of departmental overtime in previous years has included changes in average, per person overtime, allowing an examination of the impact of variations in workforce size on the use of overtime. For example, the Advisory Board approved cost increases for an expanded MBTA police department with an expectation that additional staff would reduce high overtime costs which had been incurred by a smaller force.

For 1984, the MBTA has not compiled monthly, departmental employee levels previously supplied to the Board. It may thus be impossible for the Advisory Board to analyze overtime management in 1984 in the same manner as before. Requests for monthly personnel data by department have, to date, produced no results.

Judicious use of overtime by the Authority is important in improving efficiency. Often it costs less to use existing personnel extra hours than to increase the workforce. In 1984, however, the disparity between planned and actual overtime use and the sharp increase in hours from the previous year raises questions about Authority manpower planning decisions.

Cost Trends



Costs for transportation services less fare revenue and debt expense rose 14% in 1984. For the first time they exceeded similar costs incurred in 1980. Fare increases and management rights efficiencies were two factors which held down the net cost during intervening years. Debt expense increases have moderated since 1982.

Ridership *from page 2*

base, and it would be a gross overstatement to say that "pricing and marketing policies" are developed based on the sampling program.

Statements made in a report by the Advisory Board Finance Committee in September, 1981 are still applicable: "Private sector service delivery corporations make it their business to know a great deal about their current and potential customers in order to attract those customers and to design services to meet their needs. The MBTA should do no less."

Assessments Decoded

MBTA assessments are a major expense for cities and towns within the MBTA district. The following explanation of how the assessment formula works is from an analysis of assessments done by Advisory Board staff.

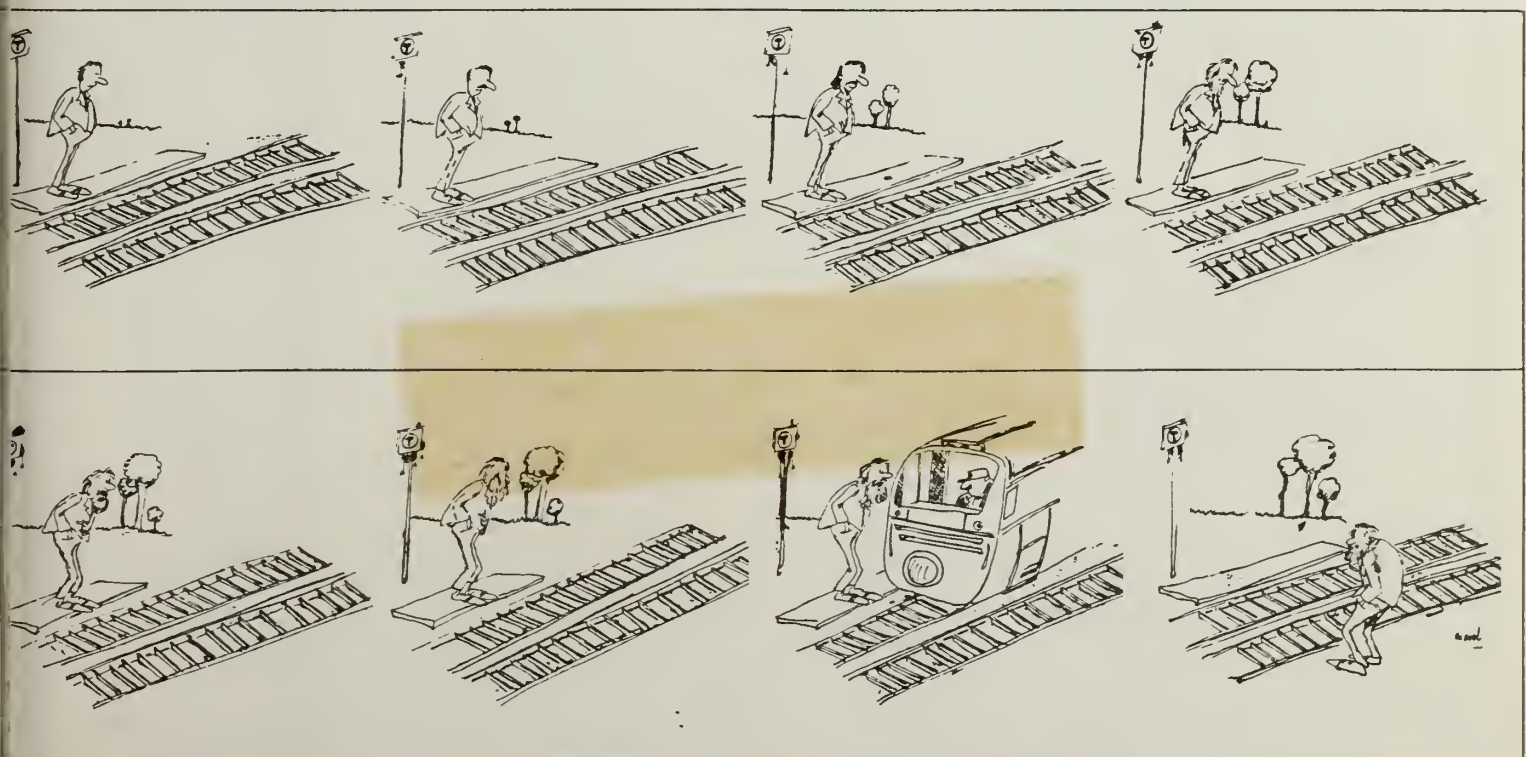
Assessments are broken into two pieces: a deficit for Express Service; and a deficit for Local Service. Express service is any service on an exclusive right of way (subway, commuter rail, etc). Local service includes bus or streetcar service which interfaces with public thoroughfares. In order to calculate these two deficits, all expenses and revenue at the Authority are assigned to Local or Express depending on their impact on either or both. A net cost of service delineating expense and income and state aid for each is drawn up. The bottom line for Express and for Local is then assessed by separate formula on the communities.

The formula parcels 75% of the express deficit among all 78 communities based on the number of commuters (those who live in one community and work in another regardless of means of transportation) that reside in each community. Boston's count by law is

put at 30%. The remaining 25% is divided among only those communities with express stops within their borders on the basis of boarding counts taken every 2 years. Only stations opened before July 1973 are counted.

The local deficit is initially broken into 2 pieces: that assessable to the inner 14 cities and towns; that assessable to the outer 64. The apportioning is done on the basis of whether particular loss is peculiar to an inner 14 community or an outer 64 or in some percentage to both. 50% of the total assessed to each group of communities (inner and outer) is assessed on the basis of relative population within the group. The remaining 50% is assessed on the basis of losses in each community within the group as a proportion of loss of the group as a whole.

Though the MBTA changed to a fiscal year budget in July of 1983, assessments on the cities and towns for the net cost of service still are made on a calendar year basis. Estimated FY1986 assessments on account of CY1984 Net Cost of Service have been sent to each community in the district for their use in setting municipal budgets. Actual assessments will be paid in November and May.



Cartoon by Miguel Guanipa, student at the Massachusetts College of Art.

SHORT RUNS

TURNSTILE MATH On January 3 a group of sixth grade students trooped through the collector's turnstile at the Government Center station. Following the instructions of the collector, each child handed in a quarter and got back two dimes to deposit in the fare box. Score: 5¢ per child for the collector and short change for the T (proper fare for 11 year olds is 30¢, 60¢ for 12 year olds). No one knows how much the Authority loses each year from such nickel and diming.

* * * *

MATHLESS The 1983 MBTA annual report has arrived (so has Massport's 1984 report). The cover is spectacular - a photograph of the new in 1983 Quincy Adams station. Comparative 1982 and 1983 Net Cost of Service figures (containing more than 15 errors) are aptly buried in Appendix II, page 55.

MORE MATH A supplier of pencils and paper for the MBTA Advisory Board recently informed an Advisory Board staff member that no further purchases could be made until the overdue balance on the account was reduced. The surprised staffer soon determined that it was the MBTA, not the MBTA Advisory Board with accounts payable problems.

* * * *

ONCE AND FUTURE MATH The MBTA Budget Office has forwarded to department heads an allocation of the Advisory Board approved FY1986 budget, giving time for revision of plans in light of budget reductions. Never have managers been given this information so far in advance of the beginning of a budget year. A recent discussion with the Advisory Board Finance Committee of mid-year 1985 expenditures compared to budget is another first. Kudos to Budget Director Brown.

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April 1985 Volume 3 Number 2

Fare Collection Fails Test

More than half the MBTA's pass readers (58%), collectors' turnstiles (72%), and pass gates (56%) functioned improperly during a recent Advisory Board survey of fare collection equipment at 22 collection points on the Red and Orange Lines. The survey also found 27.5% of surveyed token slots blocked during the eight successive week days they were checked.

The percentage of passreaders which were taped or would not accept current passes improved from previous surveys. Such malfunctioning passreaders ranged from 17% - 32% of those surveyed in late Spring of 1983, averaged 16% in late Fall of 1983 and dropped to 14% in the recent check.

However, there was an alarming increase in the percentage of apparently working passreaders which accepted invalid passes: from 3% a year and a half ago to 44% now. Fortunately, surveyors found it impossible to predict whether or not any given passreader would accept old passes or whether any given fare collection point presented such opportunity. For example, on Wednesday, March 6, ONE passreader at South Station accepted some outdated passes, but not others. The next day, NO invalid pass could be used, but on Friday, ALL FOUR readers accepted all old passes tested. This lack of predictability makes widespread abuse unlikely.

Malfunctioning equipment, pass gates that are not secured or attended and turnstiles at collectors' booths which are free wheeling invite fare evasion. A properly functioning collector's turnstile will admit a passenger ONLY when the collector depresses a pedal in the booth. In most areas, leaping over a turnstile (one of several "techniques" witnessed by the survey team) is unnecessary because the collector in the booth has no means to require payment from

to page 3

Board Fights Transit Cuts

A letter signed by 44 Mayors and Chairmen of Boards of Selectmen was sent to members of Congress in early March, urging continued federal support for public transportation. Advisory Board members are lobbying to prevent cutbacks in transit aid proposed by the Administration for Fiscal Year 1986 which would require major fare increases, employee layoffs and/or service cutbacks at the T.

Many members fear that any significant funding cuts will lead away from the rebuilding efforts currently underway at the Authority. Quincy Mayor, Francis X. McCauley says, "We can't afford to pull back from the program to modernize, repair and maintain, which means spending both capital and operating funds today in order to reduce costs and improve service tomorrow."

Lynn's Mayor Antonio J. Marino agrees, saying "The Advisory Board has made hard decisions to increase maintenance and training funding. We've made a commitment to the future of the T, but we can't make up Reagan's deficit sharing. Working class and poor people will suffer if cuts go through."

"The Advisor" urges all its readers to join Advisory Board members in expressing concern for the future of the MBTA by writing to their Senators and Member of Congress and to:

Senator Pete V. Domenici (New Mexico)
Chairman of the Senate Budget Committee
434 Dirksen Senate Office Building
Washington, DC 20510

Rep. William H. Gray (Philadelphia)
Chairman of the House Budget Committee
204 Cannon House Office Building
Washington, DC 20515

Further information on proposed funding cuts is available from the Advisory Board or the MBTA.

Board Elects Brune; Honors Marino



Antonio J. Marino, Mayor of Lynn, was honored by Governor Michael S. Dukakis and members of the MBTA Advisory Board at the Board's Annual Meeting on March 21. A proclamation presented by the Governor cited outgoing Advisory Board Chairman Marino for his leadership which has "contributed to better public transportation services for the citizens of the Commonwealth, significant savings to taxpayers and greater public accountability and cost effectiveness at the MBTA."

Members of the Advisory Board presented Marino with an engraved gavel in recognition of his "leadership, wit, common sense, tact, loyalty, kindness and robust gavel-wielding skill." Marino served four terms as Chairman of the Board and was Chairman of the Board's Budget Committee during 1979 and 1980.

The Advisory Board elected Somerville Mayor Eugene Brune to succeed Marino as Chairman. Mayor Theodore

Mann of Newton and Henry Hersey of Needham were elected Vice-Chairmen and Richard Easler of Cambridge, Clerk. Representatives of 26 communities were elected to serve as the Executive Committee for the Board for 1985.

Brune says he anticipates an active year and believes that Advisory Board monitoring of the MBTA and the interest which members take in various Board committees are vital to the continuing improvement of MBTA service. "We have supported Jim O'Leary over the past two years in strengthening maintenance and service reliability," says Brune. "During the next two years, the T must show increased service dependability and greater efficiency as a return on the investments made in maintenance and management talent."

Brune has already appointed two new Board committees. One will monitor the Advisory Board's Study of Future MBTA Service, Cost and Financing Alternatives funded by the Urban Mass Transit Administration. Brune says the study "is essential in order to match service needs and funding resources over the next several years." The other committee will monitor MBTA revenue management.

THE ADVISOR

The Advisor is produced and published by the staff of the MBTA Advisory Board which represents seventy-eight Mayors and Boards of Selectmen.

Eugene C. Brune, Chairman

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Fare Collection *from page 1*

someone who simply walks through a gate or through the collector's turnstile and keeps going.

Fare evasion is an arrestable offense and only one of the problems associated with the poor condition of the T's fare collection equipment. An article in the December, 1983 issue of "The Advisor" listed five objectives of a fare collection system:

1. Management of rider entry which provides comprehensive collection of fares
2. Convenient, speedy access to the system for users
3. Ability to audit all revenue at each station
4. Collection of ridership information to aid in planning service and allocating resources
5. Minimization of cost

Survey data indicates the current system is consistent only with objective #2. In locations and at times when long lines form for token purchases, the system does not even meet that objective.

Information collected by the Advisory Board was sent to General Manager O'Leary on March 14, with a request that an evaluation of fare collection equipment be provided for the Advisory Board Revenue Management Committee recently appointed by Chairman Brune. (See related article, p. 6)



Would you go over those lights again
for me Billy? They don't look
quite clean to me yet...

Right of Spring

During the month of March, the MBTA Board of Directors authorized five contracts with private firms for cleaning of stations and vehicles. Each agreement is for two years with an optional third year at a maximum escalation cost. Some of the two year contracts increase previous costs; others increase savings even more than those they replace. Over the four years covered by these and previous contracts the cost increase averages just under 3% per year. Wage rates for Authority cleaning personnel, on the other hand have increased an average of more than 7% per year since early 1983.

Contracts were re-bid for the cleaning of fifteen stations; responsibility for eleven of them changed hands from last year. Cleaning these stations will cost \$364,560 per year for each of the next two years (13% less than the average cost for the past two years) with an average escalation of 6.5% for the third year. New station cleaning contracts thus provide substantial savings over previous agreements.

On the other hand, contract costs for cleaning Red Line vehicles rose. The winning (lowest) bid was \$300,842 for two years, up from \$201,626. Five firms bid on the job, a sufficient number to assure market rates from bidders. Expenses will still be considerably lower than if MBTA employees were to do the work. The contract provides for the following services:

Nightly: Clean, sweep and damp wipe all cab and passenger areas; remove gum, graffiti and trash

Weekly: Wash the interior and exterior windshields and windows of the motormen cabs

Eight Times Yearly: Wash every exposed interior surface; wash exposed exterior surfaces not adequately cleaned by automatic, drive-through machines.

Style And Influence

Those who ride the MBTA know that the best (and worst) marketing of public transportation is in the hands of MBTA employees who are on the front line of service delivery. Those individuals and events by which consumers "know" the T are those by which the T is judged. Three in March on the Green Line were remarkable.

Traveling home on the Green Line is different from the ride to work. People are tired. Crowding is less tolerable. Patience wears thin. Eye contact is avoided as stoicism isolates.

On March 20, 5:15 p.m. Riverside riders, jammed literally door to door in one of the two-car trains which are supposed to reduce crowds, were treated to a sullen operator, encased in his generous space by closed doors, who escalated end-of-day tensions to a breaking point. He would not answer questions (maybe he too was tired) and when he had to leave the train to activate a signal switch, he bullied passengers to move away from the door in a manner which predictably triggered a response in supposedly civilized Newton and Brookline riders which was anything but civilized. We yelled back. We hated the bastard. We hated the T. We were the stuff riots are made of. Lucky for him he didn't miss another switch!

The emotions lingered. The next day, however, the T tension was released. It was another of those days when it seemed that it would have been wise to remove earrings so they wouldn't get caught on the sleeves on the elbows of the limbs which were everywhere. No one was giving an inch of whatever space they had managed to claim for well positioned feet, a relatively comfortable hand hold, or a body angle away from the guy with the armpit or the woman who had just finished her fourth pack of Camels.

This Thursday the operator greeted people, asked them nicely to move in and make room for others. He apologized for the overcrowded condi-

tions and suggested shallow breathing and no yawning. We would be more comfortable, we were assured, after Brookline Hills, and he told us estimated times of arrival at Chestnut Hill and Riverside. These comforting words were repeated in Spanish. The "in" joke was his deadpan, "All MBTA service is running on or close to schedule." We laughed with him and felt relaxed enough to look at one another, sharing with our eyes a radically different emotion than that of the day before. People getting off the train thanked him.

And on Friday, March 22, Spare Inspector #405, Helen Wells, kept the good time going. In less than two minutes she checked and discharged for treatment a sickly LRV which limped into Boylston Street station. Running through seven or eight diagnostic procedures, staying in communication with Central control and the operator of the second car in the train, she made judgments, off-loaded the cars and got the train out of there so that it didn't block the line of vehicles behind it. The passengers who had to get off were inconvenienced, but less decisive action would have made trouble for many more people.

Kudos to the best marketing agents the T has, the employees who do their jobs well and those who add style and a human touch.



Cartoons by Miguel Guanipa, Mass College of Art

Federal Figures Show MBTA Behind

Productivity and cost effective provision of service at the MBTA still falls far short of that provided by other major transit systems according to Advisory Board staff analysis of 1983 performance data recently released by the US Department of Transportation.

The MBTA ranks 6th of 7 in cost per vehicle mile for bus operations and 7th of 7 in cost per vehicle mile for rail service when DOT Section 15 data is used to compare the seven largest (over 1000 vehicle) domestic systems which offer both bus and rapid transit service.

1983			
BUS COST/ VEHICLE MILE		RAIL COST/ VEHICLE MILE	
MARTA (Atlanta)	\$2.69	CTA	\$4.07
RTA (Cleveland)	3.58	MARTA	4.14
WMATA (Wash. DC)	4.15	RTA	5.55
SEPTA (Philadel)	4.17	NYCTA	5.91
CTA (Chicago)	4.40	SEPTA	6.32
MBTA	4.56	WMATA	6.53
NYCTA (NYC)	6.33	MBTA	7.88

The data, collected annually and validated by analysts at DOT, presents problems if used too rigidly in a comparative analysis since accounting methods vary among systems and unique characteristics do not necessarily get recorded within the constraints of the DOT definitions of terms. Nonetheless, the statistics offer a welcome opportunity to look at general relative performance.

Looking first at bus operations, the Advisory Board analysis focused on factors highly correlated with cost effective operations. In 1983 the cost per mile of operating buses in the T district was \$4.56, 70% above the cost in Atlanta where a comparable size fleet operated at \$2.43/mile. New York City recorded the highest cost with \$6.25/mile.

Size and age of fleet; the ratio of drivers, mechanics and total employees to vehicles; miles per gallon

of gas; miles between breakdowns; average compensation; percentage dead-head miles; service hours per operator and average mileage per vehicle were among the bus measures examined. Staff pinpointed vehicle miles per employee, mileage per vehicle and vehicle hours per operator as the measures most directly correlated to low per mile bus costs.

The average among the seven systems for vehicle hours per operator was 1631. Only NYCTA and MBTA tallied fewer hours per driver than the average. The T at 1252 hours was 23% below the average; NYCTA was 10% below. For an average salary cost comparable to other systems (except for MARTA), the MBTA receives 23% less "product" or driver hours on the road each year. The MBTA's less efficient use of operator manpower could be the result of scheduling inefficiencies or excessive absenteeism or a combination of both.

The T ranks last of the 7 in annual mileage put on its revenue vehicles. The T puts 33% fewer miles on each bus than Cleveland (the most intensive user) and 12.7% fewer than the 6th ranked system. It is 24.4% below the average annual mileage per vehicle in the seven systems combined.

The two most cost effective bus operators MARTA and RTA, show low employee to vehicle ratios and high vehicle miles to employee ratios. The T, though slightly better than average in its ratio of employees to vehicles, records low vehicle miles per employee, leaving it near the bottom in overall productivity per employee. In contrast to MARTA and RTA, SEPTA, WMATA and CTA have more staff per vehicle (2.3, 2.5 and 3.2 respectively) than the MBTA (2.07), yet each of them also produces more service miles per person employed, 11,116, 11,682, and 10,487 to 9,692 at the T.

Looking at similar data on rail operations (the Red, Orange and Blue Lines at the MBTA), one finds even less productivity and poorer relative performance in comparison with other

major systems. Using operating expense per vehicle mile as the primary measure of performance the MBTA expended \$7.88 per vehicle mile compared to \$4.07 for the Chicago Transit Authority which ranked as the most cost effective. The T cost 20.7% more per mile than the 6th ranked competitor, WMATA.

Rail operating statistics reported in the DOT section 15 format do not lend themselves to analysis as readily as do the bus statistics. The number of cars per train varies during the day, and personnel requirements vary with type of equipment, making rapid transit more complex to compare across systems than single buses using single drivers. Nevertheless, a number of indicators bear looking at. As with buses, the age of vehicles is not highly correlated to expense per vehicle mile. The number of vehicle hours per operator is not as important as it is with bus operations. What is key is the ratio of total employees to vehicles and the vehicle miles per person employed.

Chicago's vehicles are older on average than Boston's, and Chicago has a higher ratio of operators to vehicles. Nonetheless CTA manages to provide service at a cost slightly more than half that at the MBTA on a per mile basis. Chicago's overall manpower to vehicle ratio is 3.34:1 while the T's is 5.38:1, indicating that Chicago employs fewer mechanics, supervisors and support staff than does Boston. Further, they have a more efficient power system which gives them 29% greater mileage per kilowatt hour. But most important they produce 11,729 vehicle miles annually for each full time equivalent employed in rail operations while the T produces just 6,146 vehicle miles per employee. Average compensation appears competitive between the systems and not a factor in comparative cost. The T spent 56% more per car in maintenance cost than Chicago in 1983 yet received 16% less mileage from each vehicle.

The MBTA's maintenance cost per vehicle was second highest among the systems, though fairly close to

NYCTA's, the 5th ranked. Both NYCTA and WMATA (which had maintenance costs per car twice that of the T) produced a vehicle mile cost 17% to 24% below that of the T. Both WMATA and NYCTA used vehicles more intensely (greater mileage per year) than did the T and both produced more vehicle miles per employee than the T even with a larger ratio of total employees to vehicles.

As with buses, the productivity or vehicle miles produced per employee appears to be the heart of the problem in driving MBTA costs above those of other large systems.

Alewife Opens!



(photo: Phyllis Graber Jensen)
The MBTA's spectacular Alewife Station was opened on Saturday, March 30, with a host of dignitaries in attendance. This spacious station marks the northern terminus of an expanded Red Line stretching from Braintree and Dorchester in the south to the borders of Arlington, Belmont and Cambridge.

Arborway Service Declines

Green Line service along the heavily used Arborway branch suffers from delays caused by problems unique to that route. Foremost among them is the line's operation in the street, where Green Line cars compete with automobile traffic. The T's use of older, less reliable PCC-type cars along the route also affects service.

Last fall, the MBTA initiated LRV service as far as the Heath Street Loop (about two-thirds the distance to Arborway) and increased the number of trips scheduled. Unfortunately, such changes have not resulted in as much improvement as had been expected. Trains remain crowded and continue to bunch, and Heath Street LRV's have become increasingly rare.

During February and March, 10% of all scheduled Heath Street weekday trips were missed. Of those, 40% were the result of the diversion of Heath Street LRV's to the three other Green Line branches. During those months, 1.4% of scheduled Arborway trips were missed, due mostly to traffic delays.

A comparison of scheduled and actual weekday revenue miles provides another view of service problems. The percentage of scheduled miles operated on both Heath Street and Arborway have declined since the introduction of Heath Street LRV's in September, 1984. The chart illustrates the drop in service delivery.

PERCENTAGE OF SCHEDULED MILES OPERATED



The data confirms what had been suspected: Arborway Line passengers have been facing increasingly poor service. Now that the Southwest Corridor project is nearing completion, its time for the Authority and Boston to take a careful look at short- and mid-term options to improve public transportation for riders of the Arborway line.

Negotiated Bidding Wins

The MBTA is currently utilizing an innovative two-step bidding process to purchase new buses. An outgrowth of life-cycle costing, the modified two-step or negotiated bidding procedure requires that separate technical and price bids be submitted. The primary advantage is that technical proposals can be negotiated, and bidders who cannot meet the T's performance specifications can be eliminated prior to the opening of price bids.

Previously, the T was required to accept the low-bid on vehicles and materials purchased with Federal funds. With the low-bid method of procurement, transit operators (and taxpayers) often had to accept unproven or unreliable equipment.

The T is one of the first transit agencies to take advantage of UMTA Administrator Ralph Stanley's May, 1984 directive which gives systems a

Revenue to be Reviewed

With the exception of important changes made in the way the T secures and accounts for collected fares, the Authority appears to place little value in efforts to reduce deficits through increasing its revenue.

For aesthetic reasons, the Authority has ceased billboard advertising. It is now re-evaluating the use of stations and vehicles as display space for advertising. In addition, it claims that increasing revenue is not a primary objective of efforts to develop real property assets; it has postponed even minor changes in its fare structure; the disrepair of fare collection equipment encourages fare evasion; and except for the pass program, the Authority's marketing efforts are disappointing.

In an August, 1983 report the Advisory Board's Finance Committee claimed that "(r)evenue management at the T is largely ignored except for efforts to maximize investment income." Things have not changed.

This pattern has predictable results: MBTA costs in excess of income increased more than 13% in 1984, requiring a percentage increase in public subsidy significantly greater than the percentage increase in costs. While the Authority quite properly claims that its purpose is to provide public transportation services, not to maximize revenue or minimize public subsidies, its enabling legislation charges it to "operate all its services in such manner as to produce the highest return consistent with" its public purpose. (Ch. 161A, Sec. 5(d)).

Mayor Brune, Chairman of the Advisory Board has appointed a committee to review policy and management practices with regard to MBTA revenue. The new committee will begin its work with an assessment of fare collection equipment (see related story), but will also monitor other revenue generating areas such as advertising, parking lots and real property develop-

ment.

Chairman Brune says, "The Advisory Board is concerned with building public support for the T. But the T must use ALL avenues to show the public that that support is deserved, including limiting the growth in deficits through attention to building income as well as controlling costs."

Bidding from page 7

higher degree of discretion in Federally-funded capital bidding procedures. Specifically, the new federal stance allows at least three different procurement methods: low-bid, life-cycle costing and negotiated (modified two-step) procurement.

UMTA's directive allows the T to make purchases in a manner which, if successful, would lessen the likelihood of being stuck with such unreliable vehicles as the T's AM General buses and Boeing LRV's. The T not only has more discretion in choosing the most suitable method of procurement, but now has more responsibility to determine in advance precise levels of performance it will accept.

The T's two-step negotiated bid process for new buses works as follows. Prospective bus manufacturers are invited to submit two envelopes: the first contains a technical proposal; a second, the price bid. Technical proposals are opened, bidders determined to be initially compliant are interviewed and negotiations occur on technical issues. This phase is currently underway at the T. All negotiations take place in the absence of price bids, and the T can concentrate on getting the best product. Bidders judged unable to deliver that product are eliminated.

After all surviving bidders have been judged equally able to meet the MBTA's needs, the second envelope is opened. The low bidder then gets the contract and the T gets a winning vehicle.

Right of Spring *from page 3*

None of the contracts includes the cost of emergency service such as cleaning up after a fire, although hourly rates for such service are stipulated (rates range from \$10.15 to \$12.00). All firms winning new contracts agreed to furnish labor that can work in harmony with Authority personnel, to pay established prevailing wages and fringe benefits and to furnish 20% performance bonds. The Authority has reserved the right to cancel any of the contracts upon thirty days written notice.

The Authority exercises daily quality control over the performance of outside firms. Firms are not paid for work which does not meet standards.

Management's right to contract with outside firms was fought bitterly by the Carmen's Union, but this prerogative, along with other provisions of reform legislation, has been upheld by courts. The result is that vehicles and stations are cleaner at a fraction of previous cleaning costs.

No longer do Union leaders protest during meetings when potential contracts are discussed by the T Board of Directors. The public, however, still has good reason to note and celebrate such rites of spring.



HENRY HERSEY OF NEEDHAM CONGRATULATES NEW BOARD CHAIRMAN, EUGENE C. BRUNE.

Relief on Order

50 light rail vehicles for the Green Line, 58 rapid transit cars for the Red Line, and new buses are coming to Boston. The rail vehicles are intended for much-needed capacity expansion; the buses are part of a programmed vehicle replacement project which will lower the average age of the T's large bus fleet.

The first two prototype Green Line cars, Type 7's, are due to arrive from Japan by the end of October. A 60-day test period will include some revenue service. The remaining 48 partially completed vehicles will be shipped to a Boston-area location for final assembly, and delivery to the MBTA is expected to begin in January, 1986 at a rate of 8 cars per month. The MBTA is seeking additional funding to exercise an option for 50 additional Type 7's.

The 58 new Red Line cars now on order will allow the T to expand Red Line trains to six cars from the current four. This 25% increase in capacity is crucial for relief of overcrowding at peak periods as well as full utilization of recent line extensions. The contractor for the Red Line cars, UTDC [USA], experienced a 3-month work stoppage, but it is anticipated that ongoing negotiations between the T and UTDC will minimize the delay. The T now expects to receive 4 cars per month starting in May 1986.

New buses are also planned. Per unit costs will determine the exact number, but between 180 and 200, the first of which may arrive this fall, are currently being bid. The contract will also include provisions for exercising an option for up to 200 additional vehicles. Buses purchased in this program will be Advanced-Design buses similar to those Massport operates at Logan Airport.

Ribbon-cutting for rail line extensions and new stations will share center stage with inauguration ceremonies for new vehicles during the next two years as much of the T's long term capital program comes to fruition.

SHORT RUNS

MARKING TIME Signs on three entrances to the Green Line at Berkeley and Boylston Streets proclaim, "This entrance is open from 6:00 a.m. to 9:30 p.m. Mon. through Sat." Don't believe everything you read. The two signs on the South side of Boylston clearly lie, because closed iron gates are visible at the bottom of each set of stairs. The entrance on the northern side of the street is much more inviting, and the grill closing the entrance is not readily apparent to the trusting. A T rider who has rescued a number of confused people from the bottom of the stairs received a letter from the T Supervisor of Traveler Assistance dated 7/25/83 promising quick action in response to his plea that signs reflect reality. As Einstein told us, time is relative.

* * *

TIME STANDS STILL And travelers looking to station clocks for assistance also have problems.

"NO TIME TO SAY HELLO ... GOODBY"
The MBTA Board of Directors voted April 3rd to appoint Richard M. Brown Treasurer/Controller replacing Anne P. Canby whose resignation was submitted in March. Canby served 7 months in the position which had been vacant for 10 months before she was selected.

* * *

"IT'S TIME, THE WALRUS SAID ..."
At least 8 bills to change fares are in the legislature. The MBTA is still "considering" a number of ways to improve fare equity. Luckily no one has been promised speedy action.

* * *

DEJA VU Russel Pergament, publisher of "The Tab", says that he kept up with local news during a recent trip to Costa Rica. The newspaper there had stories on MBTA service problems as well as the latest update on the Bank of Boston.

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September 1985 Volume 3 Number 3

Carmen Sign Contract

On August 11, 1985, the Boston Carmen's Union, the MBTA's largest collective bargaining unit with over 3,600 active members, ratified a new three year contract. The Carmen's recent contract expired March 31, 1985. According to T estimates, the settlement will cost the Authority roughly \$23 million through March 1988. Wage and fringe benefits for the T's approximately 6,000 operating employees make up roughly 50% of the T's FY86 operating budget of \$472.5 million.

The contract was awarded without claims of triumph from either management or labor. It indicates an encouraging improvement in labor-management relations at the T, relations which have sent negotiations into binding arbitration frequently in the past. For the first time, the pension and the collective bargaining agreement were negotiated simultaneously. The ratified contracts will presumably set the tone for agreements with several other T units whose contracts have recently expired. There are approximately 2,000 other union members employed by the T, 1,200 of whom have already expired contracts or contracts expiring in 1985.

The new contract will provide 9.5% in raises through 1988. Union members will receive a 2% increase in January 1986, a 2.5% increase in July 1986, a 3% increase in July 1987 and a 2% increase in January 1988. Retroactive to July 1st, workers' pension contributions have been reduced to 4% from 8%, in effect providing an immediate 4% "tax-free" pay increase. The T is picking up this contribution difference, an increased expenditure which represents in total dollars a

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Advocates Spur Improvements

"...[D]espite our best efforts and the best intentions of the MBTA, accessible service is rapidly becoming a disgrace. The Ride is becoming an insult and a degradation to the people it supposedly serves. MBTA mainline service is a cruel sham. If it wasn't [disabled] people would use it," wrote Denise Karuth, Commissioner of the Governor's Commission on Accessibility in Transportation, to Tom O'Brien, Director of the Office for Special Needs (OSN) of the MBTA in a letter dated April 4, 1985.

Services for the transportation disabled have improved since Karuth penned her letter last Spring and advocates are cautiously optimistic about the T's future gains. Credit for much of the improvement goes to disabled riders who have tenaciously prodded the T with constructive criticism of services.

Advocates like Karuth, members of the Special Needs Advisory Committee (SNAC) and the Boston Center for Independent Living (BCIL) Transportation Committee began voicing frustration and anger late last Winter because of the failure of T programs to deliver promised services.

Efforts have concentrated on a paratransit system called The Ride and mainline lift-equipped buses. In the eyes of consumers the lift-equipped bus program was inoperable, elevator access to rapid transit was spotty and bogged down in red tape and The Ride which had been reasonably reliable for a significant group of people, was deteriorating rapidly.

OSN has had responsibility since 1977 for implementing programs to in-

to page 8

TIM Debuts

A new IBM PC/AT computer and database package, the Transit Information Manager (TIM), is now being used by the MBTA's Service Planning Office to help evaluate bus services, monitor bus ridership and analyze requests for bus service changes.

The TIM package was developed by Multisystems, Inc., of Cambridge with funding from the Urban Mass Transportation Administration (UMTA). Specifically designed for maintaining and analyzing transit ridership data, TIM is also being implemented by the Phoenix Transit System (PTS) and the Maryland Mass Transit Administration (MTA) in Baltimore.

According to Anne Herzenberg, Manager of Service Planning, the new single-user database will for the first time provide a comprehensive in-house pool of accessible information on T bus service. In the past, database systems were established periodically in conjunction with data collection for various corridor studies. These systems were often developed by outside groups and had limited scope. Herzenberg believes that the TIM package offers a tremendous amount of continuity as well as flexibility to Service Planning functions.

The new database will be fully operational by the end of the year. First staff must finish debugging the software and inputting all of the ridership data collected during three recent studies. Ridership data describes the MBTA network in terms of number of riders, running times, trips, routes and stops. To date, the Service Planning Office, with the help of a student intern, has entered all the data collected for the Central North Bus Study. Plans are to also input data for the South Shore Bus Study and the Northwest Corridor Service Study.

Ultimately, the Service Planning Office plans to complete seven additional corridor studies and include all of the data collected for these studies in the TIM database. Upon completion of the ten corridor studies

scheduled within the next two or three years, all T bus service will be represented in the TIM database.

A number of reports are available from the TIM package. For example, running time profile reports provide the average observed running time on specific route segments in a particular direction during a specific period of the day. Ridership trend reports indicate how ridership changes over time on a given route and ridership comparison reports compare productivity between various bus routes.

The TIM package is part of a larger, multi-user database project currently underway at the MBTA. Multisystems, Inc. has been contracted to develop a Transportation Control Information System (TCIS) which will computerize the bus scheduling process. The long-term plan is to integrate the service planning system with the scheduling system. Forecasted completion of the TCIS is scheduled for mid to late 1986.

Comings'n Goings

The summer months brought several staff changes to the T.

John K. Leary, Jr. was promoted from Deputy Director and Chief of Staff for Operations to Director of Operations in June. Leary filled a vacancy created by former Director of Operations, William G. Stead. Stead has moved on to San Francisco where he assumes duties as the General Manager of the San Francisco Municipal Railroad (MUNI) this month.

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THE ADVISOR

The Advisor is produced and published by the staff of the MBTA Advisory Board which represents seventy-eight Mayors and Boards of Selectmen.

Eugene C. Brune, Chairman

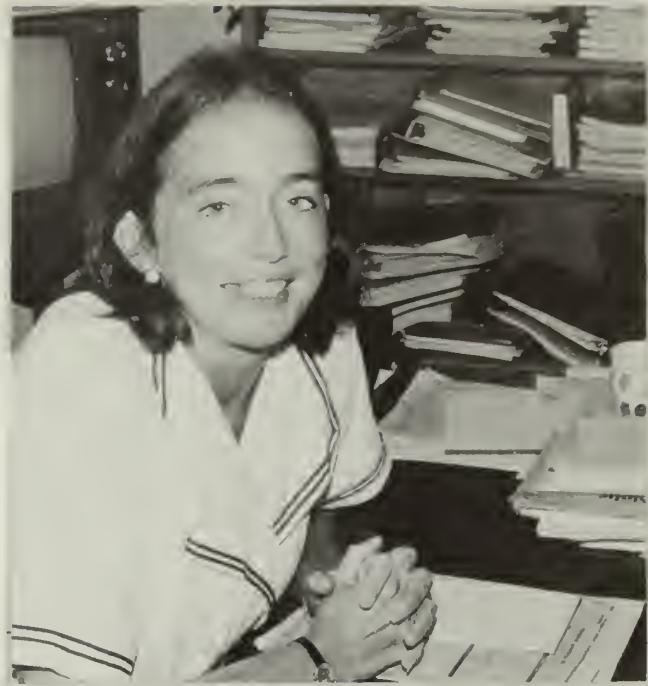
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The Daly Factor

In March of 1981 Jane F. Daly took on the temporary responsibility of heading the transition for James O'Leary's move from Executive Office of Transportation and Construction to General Manager of the MBTA. Those were days when scandal, poor management and deteriorating service were associated with the T. Daly had no intention of staying past a few months. Four and a half years later she is still there and receives credit from General Manager O'Leary for being "largely responsible for the T's success in recent years."

Though her title, Special Assistant to the General Manager, is ambiguous Jane Daly's role is clear. Commanding a salary of \$55,070 she acts like and is treated like a deputy general manager. O'Leary describes her as "the single most important member of the management team at the MBTA." Daly sees her job as "coordinating department interests...balancing department requests and needs." After listening to the litany of issues and problems she handles on a regular basis, it is evident that very few operations matters escape her eye or the imprint of her hand. She starts and ends each day with a review of peak hour service performance. She is on call 24 hours a day to handle crises. She has her finger on the progress of every key development at the T.

Born and brought up in Providence, Rhode Island, Daly had early experience as a transit consumer riding the bus to and from Portsmouth each day where she went to school. She then attended George Washington University where she graduated with a degree in Urban Studies, concentrating in transportation. Her first job was in Washington, D.C. working on the National Transportation Policy Study Commission. When the commission finished its project in 1979, Daly relocated to Boston and put her federal transportation experience to work as an assistant to James O'Leary, then Undersecretary and General Counsel at EOTC. She had responsibilities in the area of federal policies and



Jane Daly

developments. From there it was a short step to the T.

Daly's enthusiasm for her job and the people she works with is striking. A reverence for hands on experience and an appreciation of the people who work the front lines marks Daly's character. She is an enthusiastic supporter of promoting from within and rewarding good performance with support and opportunity. A self admitted thorn in some managers' sides, she prods department heads to look within for potential before letting them hire outsiders. She points to Jack Leary the new Director of Operations as an example of talent being able to move up through the ranks. Leary started as a PCC motorman.

Youth (Daly came to the T at age 25) and gender (before the summer of 1983 she was virtually the only female manager in the agency) have not appeared to be obstacles for her. She can swap war stories about chauvinistic remarks and the shock some unknowing male employees have experienced in discovering that this "young broad" touring a facility is not a secretary. But she is not rattled by such experiences and moves easily among people of all ages and backgrounds.

Bus Performance Sags

Service performance data supplied by the MBTA indicates a significant increase in the number of missed bus trips and roadcalls during June, July and August. Reports cite unavailable crews as the major reason for the increase in missed trips. The T's data indicates that as a whole MBTA service performance was within the Advisory Board standard which requires that the T operate 98% of its scheduled trips. Rapid transit and street-car service performance was in general satisfactory but individual lines at times fell below standard.

Nearly half of the T's missed bus trips and 38% of the T's systemwide missed trips during the 11-week period were caused by unavailable crews. Bartlett and Cabot Garages, which comprise 30% of all MBTA scheduled trips, accounted for 61% of the T's systemwide crew-related missed trips.

The large number of missed trips caused by unavailable crews suggests poor manpower planning and/or poor manpower management. MBTA officials have acknowledged the existence of crew problems at Bartlett and Cabot Garages but have offered nothing conclusive about the cause.

Initially, the MBTA blamed the crew problems on employee vacations and military reserve duty, both of which are predictable. Built into the T's manpower requirement is a 9% contingency (cover list) to account for scheduled absence such as vacations and reserve duty and for unpredictable absence caused by illness or unauthorized absenteeism. Cover list operators should have ensured that all trips were operated as scheduled.

MBTA service performance during the aftermath of the severe rainstorm on August 1st and 2nd further illustrates the need for improved bus fleet management. Flooding on various portions of the rail system required that the T provide substitute buses. The Red Line needed substitute buses for 36 hours.

The MBTA bus fleet includes 815 vehicles. Only 600 are required for weekday peak period service. MBTA reports indicate that more than enough buses were available for service on the mornings of both August 1st and 2nd to operate regular service and the Red Line shuttle. Even so, the T missed 1,460 (6%) of its regularly scheduled one-way bus trips on those two days. Over 9% of the scheduled trips at Cabot and Bartlett were missed. Moreover, leased private buses were used in Red Line shuttle service.

The MBTA could not have predicted nor can it be blamed for the flooding. In fact, the T has been justly credited for moving so many Red Line passengers under such adverse conditions. However, if the T's bus fleet was in top operating condition, there would have been a sufficient number of buses to operate the Red Line shuttle without "stealing" buses from regular runs or borrowing private buses.

The August 1st storm was unusual in its severity, however, the T's rail lines, particularly the Red Line and the Green Line's Arborway branch, routinely experience service problems which require substitute busing. With such instances a regular occurrence, it is important that the T provide contingency plans and a sufficiently effective preventive maintenance program to assure that the extra buses the T already has are available when needed.

The MBTA experiences a high number of bus roadcalls - a symptom of fleet maintenance problems. The T reported 60 bus roadcalls on August 1st and 2nd combined, days when every available bus was in use. On August 15th, a sunny day, the T reported 62 bus roadcalls (75% were unrelated to the high heat and humidity on that day). The daily roadcall rate for August was the highest in nearly two years.

The T issues a monthly report, dubbed the Lemon Report, which lists vehicles experiencing three or more mechanical failures during the month. The Lemon Report for August included seven buses, six of which were Flyer

coaches - the newest in the T bus fleet. The high number of roadcalls raises questions as to whether the MBTA is ready to meet the maintenance needs of 200 buses due to begin arriving in the Fall.

Riders on the T's streetcar and rapid transit lines fared better than bus passengers. However, there were still problems:

- Although overall streetcar missed trips fell 10% from last summer, missed streetcar trips due to unavailable vehicles or vehicle breakdowns increased 52%.
- The Red Line, where 4.4% of its scheduled trips failed to run, experienced the highest percentage of scheduled trips missed. The majority of Red Line missed trips were caused by vehicle problems.
- The Orange and Blue Lines continued to provide T riders with the most reliable service rail service although peak period crowding remains a problem.
- Service on the Arborway Line improved considerably from last year, but Heath Street service, which also operates along Huntington Ave., missed more than 4% of its scheduled trips.
- Performance levels on the Mattapan-Ashmont streetcar line, traditionally a reliable operation, plummeted.



Cartoons by Miguel Guanipa, Mass. College of Art

Daly from page 3

An avid supporter of the T and of O'Leary as General Manager, Daly needs little prodding to list the accomplishments and improvements which have taken place at the T over the last four years. She is generous with praise and credits other staff with many of those accomplishments. She credits Dick Brown, current Treasurer and former Budget Director, with being instrumental in rebuilding integrity and morale at the Authority; Bob Lewis gets high marks for stabilizing labor relations; Chief Bratton receives praise for improving and developing the Police Department. Daly also cites improvements in bus service and LRV performance, the institution of budgetary control and the improvement in affirmative action as recent accomplishments. And the list of names and accomplishments goes on.

To many, trying to improve the MBTA is like Sisyphus pushing his stone uphill in Hades. But after four years Jane Daly still musters enthusiasm and commitment to push on. She emphasizes the need for continuing reinvestment in the system. The completion of track replacement, the lengthening of platforms, the procurement of new vehicles are all high on her list of priorities as is support of the Transportation Bond Bill which she maintains is necessary to help fund those tasks and more. She tells how necessary it was back in 1981 to take control of the T with a strong centralized hand. She believes that with the T's emergence as a credible and stabilized agency, the task now is to channel more power and responsibility back to the departments.

Her biggest frustration she laughingly admits is the mounds of paperwork. "The number of things that have to be signed off on are incredible." Her greatest pleasure is the people she works with. "The T is full of wonderful, dedicated, hardworking people. It's a shame when something like the Money Room [revenue collection scandal, May 1984] happens. It casts a real pall."

589 SETTLEMENT COSTS OVER FY85 BASE

	<u>FY86</u>	<u>FY87</u>	<u>FY88 (9 Mos.)</u>
Wages	\$ 963,509	\$4,383,972	\$ 6,073,304
Pension	2,562,457	3,065,265	2,708,391
FICA	67,927	309,069	428,168
Other	1,211,480	2,083,360	1,798,227
Savings	(608,832)	(1,035,397)	(838,298)
NET COST	\$4,196,541	\$8,806,269	\$10,169,792

Carmen from page 1

smaller T expenditure than a 4% wage increase since roll-up costs (i.e., FICA and a larger overtime base) are not included.

When the Advisory Board authorized the T's \$472.5 million operating budget last Fall, its budget reductions were based on the assumption that there would be a 1% increase in labor productivity. This assumption requires that each T employee would, on average, work two additional days per year. The Advisory Board indicated that any wage increases must be funded through additional productivity savings beyond this 1%. MBTA Treasurer-Controller Richard Brown has stated that the Authority will fund the new contract during FY86 within the limits of the FY86 approved operating budget.

Based on the T's cost estimates, Advisory Board analysis indicates that wage increases constitute 49% of the \$23 million increase; the T's assumption of the workers' 4% pension contribution constitutes 36%; various fringe benefits for full-time employees, excluding pension benefits, (i.e., increased life insurance coverage and sickness and accident insurance) constitute 5%; and the provision of increased benefits to part-time staff (partial vacation and medical) constitute 10%.

A word of caution should be noted when looking at the long-term fiscal

impact: the \$8.3 million increased cost for the pension estimated by the T is based on the assumption that: 1) the T's pension fund will continue to perform as well in the next three years as it has in the past few years; and 2) that there will be no significant changes in the composition and size of the labor force which would substantially alter the fund's vested security benefit ratio.

Other key aspects of the contract include:

- + A change in the Blue Cross/Blue Shield option coverage from Master Medical to Master Health Plus. This switch is projected to save the T 6-7% due to Blue Cross/Blue Shield's tighter administrative control of the Master Health Plus plan. Resultant coverage changes are minor.
- + A longer wage progression for newly hired employees.
- + An improved dental plan which covers periodontal work and 80% of orthodontia work up to \$1,000 per patient total.
- + An additional \$6,000 in life insurance, from \$9,000 to \$15,000.

Power Struggle Settled

Two agreements with Boston Edison approved by the MBTA Board of Directors on August 7th promise to save the Authority a minimum \$1.4 million per year in power costs over the next 20 years. The agreements capped three years of difficult interchange between the MBTA and Boston Edison.

Since 1981 when it ceased generating most of its own power, the Authority has been operating under a temporary power supply contract with Boston Edison and has been receiving its power through temporary lines. The T's need to stabilize the reliability of its source of power as well as provide for future increases in power usage initiated the protracted negotiations. The new agreements cover both a reduced unit rate for the T and the design and construction of new facilities to meet long term power needs.

The key to finally settling the drawn out negotiations over power costs was the T's soliciting of a legal opinion affirming its statutory authority to negotiate with any utility in its service area. Faced with the T's option to go elsewhere, Edison became a serious negotiator and an agreement was finally hammered out.

As Edison's largest customer, the T will begin to enjoy a new base rate 30% below current charges as soon as upgraded facilities and cable are in place. The rate agreement runs for ten years with options for the T to renew for two five year periods.

The upgrading of Edison's K Street Station and the design and laying of 115KV cable from K Street to the South Boston Switching Station is scheduled to be completed in 30 months. Construction costs for the K Street facility, payable by the Authority, are estimated at \$3.6 million. The Authority will construct and retain ownership of the cable to the K Street "pothead" at additional cost.

A third agreement passed by the T Board of Directors on September 4th should bring the Authority an additional \$748,000 a year in fees for Edison's right to use the T's turbine generator.

Since 1981 the T has been using its jet turbine to backup peak period power use. With the recent completion of conversion from 25 cycle to 60 cycle power, the backup has not been needed on a daily basis. Power from Edison is actually cheaper for the Authority than use of its own turbine. The T has agreed to discontinue daily use of its jet as part of the new rate agreement and will actually save \$267,000 annually. Leasing the right to use the jet to Edison with the proviso that the T has right of first use in an emergency should bring in \$748,000 per year plus any direct costs associated with Edison's use of the jet.

Staff from page 2

Anne E. Bickford has been promoted to Deputy Director and Chief of Staff in Operations, a newly structured position. Bickford formerly worked in the Budget Department as a Program Management Analyst and has served as Acting Manager of Revenue Collection and Acting Deputy Treasurer.

C. Richard Goff was appointed the new Director of Budgets and Operations Analysis. Goff, who began his new position in July, replaced Richard M. Brown who remains with the T as Treasurer/Controller.

Two Public Affairs staff people resigned in August. Clark L. Ziegler left his Deputy Director of Development and Public Affairs position and begins employment with the State Department of Communities and Development this month. Listo A. Fisher, former Public Information Officer, has accepted a new position as Director of Communications for the State Division of Employment Security.



T staff gear up for ♿ riders

Special Needs from page 1

sure that public transit is accessible to the transportation disabled.

Attention was focused on The Ride since it had been working better than the other programs and it served the largest constituency. According to members of SNAC, patrons had serious problems with The Ride's availability and reliability as well as concern over vehicular safety.

After much discourse between OSN and SNAC over the problems with The Ride, the T instituted a number of changes. However, SNAC remains concerned about future expansion plans since the quality of existing service began to deteriorate when The Ride last expanded its service area.

In 1981 the T purchased 84 lift-equipped buses. Despite T claims that "all or nearly all of the vehicles" on nine specific routes are lift-equipped, Mike Muehe of SNAC reports that the specific bus route program has been so unreliable that SNAC has not been able to document even one wheelchair-bound person who has been able to take advantage of the service on a regular basis. Boarding has been denied because of missing lifts, non-working lifts and T personnel who are either untrained or claim that they have not been trained.

At the May 31, 1985 BCIL Transportation Committee Meeting Tom O'Brien of OSN said that he had recently attempted to use one of the "accessible" routes as a check on complaints and found only one out of eight buses to be lift-equipped and working properly. He pledged his support to work on the problems and believes that there is a genuine commitment on the part of the T to get things working.

The lift-equipped bus program was given a major test by advocates Friday, August 9, 1985. Ride-the-Lift-Equipped Bus Day, a systemwide demonstration, was sponsored by BCIL and coordinated with the MBTA. The T's preparations included intensive systemwide retraining of the drivers and special attention to repairs and maintenance of all lifts. The demonstration brought forth legions of T workers. At each station a RIDE van sat as backup.

On the whole the demonstration went fairly smoothly, yet some weaknesses in the program were exposed. Only a few of the lifts were inoperable (eight of 60 or three of 55 depending on whose numbers you use), but the tie-downs were generally ineffectual in most of the buses. Unsecured wheelchairs create a serious danger to all passengers. A follow up attempt to board a bus from Alewife on the 22nd of August was successful but again the tie-down did not work and a "loose" chair careened into passengers.

Anne Bickford, Deputy Director and Chief of Staff in Operations for the MBTA, reports that the tie-down problem is noted and modifications will be made on the 100 new lift-equipped buses on order for October delivery.

In a surprise move the T hired a consultant in early August to work with OSN to evaluate problems of the special needs passengers. Mr. Joseph Dooley, a former employee of the T, was hired for a six-month period to assess every aspect of the transit system which impacts on accessibility for handicapped individuals. He will

also complete an assessment of THEM Inc., the organization which operates The Ride under contract with the MBTA.

The Central Transportation Planning Staff (CTPS) is also under contract with the T to assess current programs and propose long-range goals for transportation of individuals who are transportation handicapped.

In recent weeks a new proposal has surfaced to establish a 24 hour notice plan for lift-equipped bus service. The plan is in the discussion stage and is finding substantial support among potential riders. An update on this program will be published in an upcoming issue.

T 1984 Performance Advisory Board Report Out

In August the Advisory Board released its annual report on MBTA performance. The analysis included reports on: budget performance for both calendar and fiscal years 1984; service performance on rapid transit, bus and commuter rail; and various management issues from affirmative action to use of overtime. Copies of the report are available at the Advisory Board office.

Budget Performance In 1984 the net cost per revenue mile for MBTA delivered service rose 10.3%, the largest increase since 1979. The fare coverage ratio for that service fell for the second straight year and stands at 34.9%. The issues of wage settlements and worker productivity are key to keeping a harness on expense and not returning to the days of uncontrolled costs and shutdowns. Complementing the need to control expense is the need to set a reasonable and equitable fare policy which takes rising costs into account.

Service Performance The MBTA completed 98.6% of its scheduled trips in 1984, the highest percentage noted since 1976 when the Advisory Board started keeping records. The Red Line performed more poorly than other rail lines. Although it accounts for 41% of scheduled trips, it was responsible for 73% of all missed trips (most of which were caused by vehicle pro-

blems). The Orange Line continued to provide the best service on the T system even with the strain of extra passengers diverted by the North Station bridge fire. Blue Line service improved and it too picked up extra riders diverted from commuter rail. The Green Line, though service improved slightly, continued to suffer from overcrowding, unreliable ventilation, random sequencing of trains from Park Street and communication difficulties. Meanwhile, bus operations met most of the scheduled trips.

The T continues to be one of the few major transit systems which does not monitor on-time reliability. The collection of ridership data continues to be inadequate.

Absenteeism Though absenteeism at the T declined 2.8% in 1984, the average worker still loses 20 days per year to illness and/or industrial accident. In 1980 the average employee lost 14.2 days per year. The MBTA would save an estimated \$6.6 million in labor and fringe benefit costs if absenteeism could be brought down to the 1980 per employee level, not an unreasonable goal.

Affirmative Action With a genuine commitment from the General Manager and the Board of Directors, the MBTA has made significant strides in hiring minorities and females at all levels of the Authority. Efforts to recruit and utilize more minority and female owned vendors as suppliers, service providers and subcontractors have also met success. Emphasis in the areas of promotion, representation at supervisory levels and assuring equal pay, is necessary as is the increased representation of non-black minorities among all job classifications.



SHORT RUNS

CHANGING TUNES The T recently issued an insert to its system route map listing changes since the map was issued in 1982. Sixteen of the 25 changes were incorrect. Further, 25 additional service changes were not noted. The insert is not dated, adding more confusion.

No wonder the insert begins "we hope you enjoy this free transit map." The map which bears a cover price of 75 cents is worth exactly its "new" price.

* * *

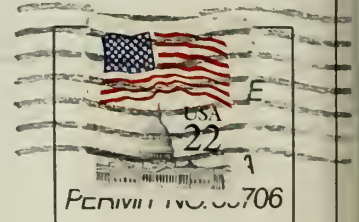
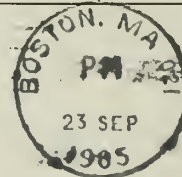
THE WATER SONG August 1 brought more "water" than the deluge from the heavens. A regular T patron reports walking on the curbing by Harvard Yard past a row of buses that evening. She spied a steady stream of "water" gushing from the rear door of an empty parked bus. She looked up in time to make eye contact with an embarrassed operator emerging from the stairwell straightening his clotning.

AND THE BEAT GOES ON The MBTA Police Department is taking over the Boston & Maine (B&M) Railroad Police functions on the B&M's commuter rail service... those are the rumblings being heard at the T. T sources indicate that a good number of the 26 new police officers hired by the T Police Department in July are slated to replace B&M Railroad Police this Fall upon completion of their training. Only problem is... renegotiating the current contractual obligation with an apparently unreceptive B&M so there won't be any "double coverage" (and "double payment"). Has crime become a major issue on the commuter rail, what problem is the T trying to solve and is it standard operating procedure in the T Police Department to "staff up" a bit prematurely?

* * *

AN OLD BUT FAMILIAR TUNE The T missed the April 1 deadline for its annual report.

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THE ADVISOR

NEWSLETTER OF THE MASSACHUSETTS BAY TRANSPORTATION AUTHORITY ADVISORY BOARD

December 1985 Volume 3 Number 4

Board Okays \$498 Million

A 5.6% increase in the MBTA's operating budget was approved by the Advisory Board at its meeting on December 2. The \$498.8 million budget will fund T expense from July 1986 through June 1987.

The increase is the smallest increase passed since 1982 when management rights was first enacted.

"The budget approved by the [Advisory] Board allows the Authority to maintain all its current initiatives in preventive maintenance plus start new programs in safety and quality assurance and open the new Orange Line to Forest Hills and a new commuter rail line to Needham," explains Ellen Fisher of Concord, head of the Advisory Board's Finance Committee. The Finance Committee spent six weeks analyzing the budget request and filed its recommendations prior to the Board's December 2 meeting.

The MBTA's original request to the Advisory Board was for \$513.7 million to operate its bus and rail system for FY 1987. The Finance Committee pared that request by \$17 million to \$496.7 million. Two million one hundred thousand dollars was restored to the budget during debate at the December meeting. The \$2.1 million will go to pay liability claims and met little resistance once members were assured that excess funds could not be transferred out of the Injuries and Damages line item without the consent of the Advisory Board.

According to Advisory Board members, the most significant action taken on the budget was the approval of a \$3.1 million cut in commuter rail. This action garnered widespread support.

to page 5

Liability Claims Soar

Between FY 1981 and FY 1985 the MBTA's expenditures on personal injury verdicts increased 162%, from \$2.87 million in FY 1981 to \$7.51 million in FY 1985. FY 1986 projections show no signs of improvement. Halfway through the fiscal year the T has already paid \$5 million in claims.

According to General Manager James O'Leary, "Year after year the MBTA has to deal with an ever-increasing number of claims that place a growing financial burden on the Authority. Consequently, these spiraling costs are ultimately borne by the Commonwealth, the cities and towns and the people who pay fares."

MBTA officials see at least a partial solution to the problem with the passage of legislation which would limit the tort liability of the Authority to \$100,000 for any single claim against it for personal injury or property damage. In 1978 the State Legislature limited the tort liability of the State and cities and towns to \$100,000 and the T is looking for the same protection.

O'Leary urges Board members to strongly and actively support this legislation. During the 1985 legislative session the Bill, S.B. #567, was reported favorably by the Joint Committee on Transportation and the Senate Ways and Means Committee. However, it did not go before the full House and Senate before the 1985 legislative session adjourned on December 31st.

The T remains hopeful for the Bill's eventual passage. It will be reintroduced in the next session, not an uncommon occurrence. The legislation was originally filed in 1979 and

to page 4

GOVERNMENT DOCUMENTS
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Mail Order Debuts

Say goodbye to long lines, inconvenient locations and the need for large sums of cash. The T is in the process of instituting mail order sales of monthly commuter passes. By April in the warmth and comfort of your own home you can order a pass by filling out a form and accompanying it with a personal check, money order or Mastercard or Visa number.

Order forms will be widely available throughout the district and as clip out coupons in major newspapers.

At a Board of Directors meeting November 20, Baybank/Middlesex was awarded a contract to manage and process mail order transit passes. Expected volume is 50,000 orders in the first year.

The impetus behind the new program, according to Pat Monahan of the T's Public Affairs Department, is to make purchasing a pass more convenient for the consumer. A survey of current pass holders indicated significant support for such a program. There are no estimates of how many, if any, new pass holders this program will attract.

A fee of \$1.00 will be added to all mail orders. The cost of the first year of operation is estimated at \$68,000 including \$18,500 for start up costs, an additional \$18,000 in fixed costs and the remainder in variable costs of \$.51 per order.

Besides bringing greater convenience to the consumer, the new program with its automated system will increase efficiency, decrease errors and with the use of electronic banking allow the Authority more timely access to pass sale funds.

At the present time there is no indication of what savings might accrue from the implementation of this program.

nt Editorial Con... rial Comment Editu...

A STATUTORY LIMIT TO THE T'S LIABILITY IS FAST BECOMING AN ESSENTIAL TOOL TO PROTECT MASSACHUSETTS TAXPAYERS FROM AN OPEN-ENDED RAID BY CLAIMANTS AND JURIES.

IN 1980 THE AUTHORITY PAID \$2,666,762 IN LIABILITY CLAIMS; IN THE FIRST FIVE MONTHS OF FY 1986 THE AUTHORITY HAS EXHAUSTED A FULL YEAR'S CLAIMS BUDGET OF \$5,000,000 AND IS UNDER COURT ORDER TO PAY A \$380,000 JUDGEMENT FOR WHICH IT HAS NO BUDGETED FUNDS.

AVAILABLE STATISTICS INDICATE NO DRASTIC CHANGES IN MBTA ACCIDENT STATISTICS DURING THE LAST SIX YEARS. THE SIGNIFICANT INGREDIENT IN THE SPIRALING EXPENSE APPEARS TO BE THE MUSHROOMING SIZE OF JURY AWARDS TO CLAIMANTS.

THE MBTA'S TWO PRONGED APPROACH TO REDOUBLE ITS EMPHASIS ON SAFETY AND TO URGE SUPPORT FOR LEGISLATION LIMITING ITS LIABILITY EXPOSURE HAS THE FULL SUPPORT OF THE ADVISORY BOARD. IT IS A TACT WHICH STRIKES A WISE BALANCE AMONG THE INTERESTS OF THE RIDING PUBLIC, EMPLOYEES AND TAXPAYERS.

WE URGE ALL INTERESTED INDIVIDUALS AND GROUPS TO JOIN WITH US TO PRESS THE LEGISLATURE FOR ACTION.

THE ADVISOR

The Advisor is produced and published by the staff of the MBTA Advisory Board which represents seventy-eight Mayors and Boards of Selectmen.

Eugene C. Brune, Chairman

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E Train Out-Buses In

For the second time in five years, construction projects will force the MBTA to substitute buses for trains along the Arborway branch of the Green Line. Starting with the Winter timetable, which took effect on December 28, passengers who formerly rode Green Line trains along Huntington Avenue must transfer to buses at Copley Square.

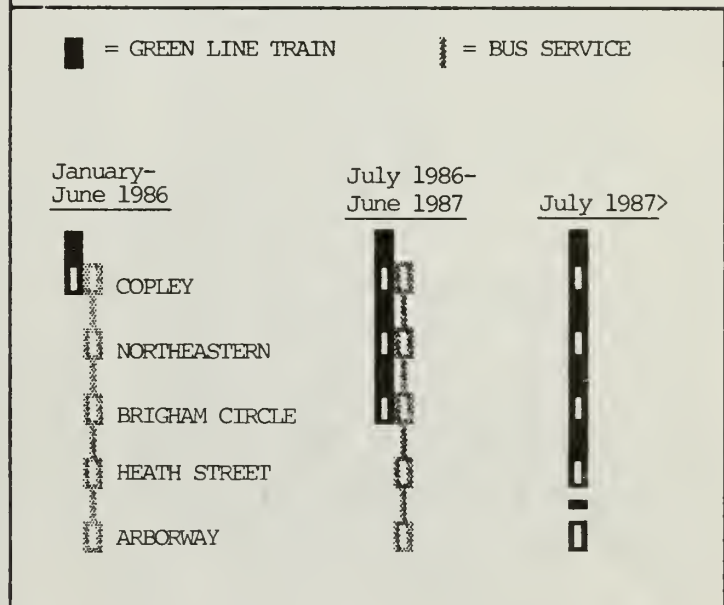
The service plan was presented in November by T General Manager James O'Leary at a series of three public meetings held in Roxbury and Jamaica Plain. Residents in those neighborhoods expressed concern about the timing of the T's announcement and the lack of citizen input into the plans as well as the plan to replace trains with buses. Some who use the outer portion of the route became alarmed at rumors that rail service beyond Heath Street would be permanently discontinued.

John Deacon, Transportation Manager at MASCO which represents 14 medical institutions in the Longwood Medical Area, feels that bus service performance will be no better than the current poor rail service. "For too long this line has been the home of castoffs," said Deacon referring to the trouble-prone PCC type streetcars which now provide the bulk of service on the line.

Admitting that current rail service performance was "less than admirable," General Manager O'Leary said that 50 buses would be dedicated to the replacement service, including 25 lift-equipped buses. O'Leary emphasized that maintenance efforts would be strengthened to ensure that all scheduled bus trips are operated. In closing the series of meetings, T officials agreed to invite greater public participation in future decisions about Arborway service.

Construction plans for the line include the total replacement of tracks and subgrade between Copley and Northeastern. The incline at North-

eastern (where Green Line tracks surface) will be reinforced to accommodate the heavier Type 7 rail cars now being built in Japan. Similar incline work is programmed at Kenmore Square on the Boston College Line and will require some disruption of that line as well. Two bus services, running from both Arborway and Heath Street along Huntington Ave. to Copley Station, are planned. The different phases of bus and rail operation are illustrated below.



T officials foresee partial rail service being resumed during Summer 1986 with trains operating as far as Brigham Circle. Buses will continue to provide service to Arborway. Street and track reconstruction between Brigham Circle and South Huntington Avenue is expected to be underway at that time and will prevent the resumption of full service.

By the time the Huntington Avenue roadway project is completed (Spring or Summer 1987), Orange Line service will have begun along the new Southwest Corridor. T planners expect that the Orange Line opening will have a major effect on travel patterns along the outermost portion of the Arborway Line. Future service levels beyond Heath Street will incorporate those changes. The public will be invited to respond to those plans late next year.

Liability from page 1

has been initiated almost every year since. It made the most progress in 1983 when it was approved by the Senate and turned down in the House.

According to T officials, a cap on tort liability is particularly critical since insurance premium costs have shot up along with the number of personal injury verdicts. The insurance situation has become so severe that some transit agencies, including the Chicago Transit Authority, are unable to obtain coverage and must entirely self-insure.

The Authority's former \$275,750 per year public coverage liability policy expired on December 15th. It had included a \$500,000 deductible for non-rail and \$1 million deductible for rail per occurrence, along with a \$5 million primary layer of coverage and a total limit of \$50 million. The current policy, at an annual premium cost of \$600,000, has higher deductibles - \$1 million for non-rail and \$2 million rail - and provides only the \$5 million primary layer. At this writing, the T is still negotiating for extended coverage at an additional cost.

The T bases their main rationale supporting a cap on the fact that the Commonwealth and the cities and towns have a limitation claims directly against them, but these same jurisdictions end up paying most of the cost of the T's claims. In its lobbying efforts, the T has stressed that it, like every other major transit system in the U.S., does not operate as a "private" authority and cannot defend its claims without passing the costs to the taxpayers.

According to Donald Harrington, the Authority's Legislative Counsel, the Bill's major stumbling block has been the State Legislators concern for an individual's adequate financial protection. The MBTA maintains that this concern is balanced by the Bill's provision to claimants of a three year (rather than the current two year) statute of limitations for validly presented claims. There would be no limitation on legal fees.

Eleven other states, including Vermont and Rhode Island, have enacted legislation which establishes a cap on the liability of public transit authorities. However, the transit systems in these states are exclusively bus operated, making the MBTA a trendsetter as a large, multi-service transit agency.

The T maintains that there is no correlation between the escalation of injuries and damages expenses and its emphasis or treatment of safety matters. The Safety Department, which has recently been reorganized and expanded, has a number of programs aimed at reducing injuries. In FY 1987 Safety's staff will expand by at least ten new positions and one of its major goals includes a decrease of personal injury claims against the Authority through improved passenger safety measures.

Beverly-Salem Bridged!

Passenger train service returned to Beverly and Cape Ann on December 1st after a one year hiatus following a November 1984 fire which heavily damaged the bridge between Beverly and Salem. Under the direction of MBTA Project Manager James L. Eng, crews worked feverishly to replace the bridge and its approaches.



In addition, taking full advantage of the out-of-service right-of-way beyond Beverly, the T advanced several track, signal and station projects. When the line opened in December, passengers were treated to a virtually brand new railroad replete with new ties, rails, signals, bridges and stations. According to T railroad officials, ridership along the Eastern Route Mainline is rapidly approaching pre-fire levels.

New Bus on the Block

"Beautiful," "Bright and clean," "It's about time!," are just some of the words T riders have been using to describe the latest additions to the MBTA's stable of buses. More than 75 of 200 new General Motors RTS-series buses purchased by the MBTA are currently in operation throughout the T's service area. The remaining buses are due before the end of the year.

The new buses have a futuristic look. Electronic destination signs located on the front, side and rear flash the final destination to riders. The sign on the rear displays only the route number. Larger windows with tinted glass replace the plastic laminate of older T buses which tended to scratch with age and abrasion.



Ed Dunn, Chief Automotive Equipment Maintenance Officer at the T, termed the new bus fleet "impressive." Dunn noted that MBTA maintenance personnel have undergone a rigorous training program to be prepared to service the new vehicles. Said Dunn, "T mechanics are proud of the new fleet and are interested in making sure that the fleet both looks well and runs well." Some mechanics voluntarily attended training sessions on their own time.

The new buses contain features which will not be apparent to riders. The buses modular stainless steel frames are watertight, providing a greater degree of weather protection for interior components; engines are turbocharged for more complete fuel combustion, a process which increases engine efficiency; fiberglass body panels are corrosion resistant and

damaged panels are easier to replace than currently used aluminium ones. In addition, the warranty package negotiated by the T provides greater protection should fleet-wide problems develop.

The new buses not only improve service for veteran T riders but should prove inviting to new riders as well.

Budget from page 1

The Finance Committee's report stated that more efficient use of manpower (utilizing part-timers, contracting out some services and eliminating anachronistic work rules) would enable the same service to be provided to commuter rail patrons at considerably less cost.

"With the commuter rail contract with the B&M expiring in December 1986, now is the right time to let it be known that we insist on more cost effective delivery of service," stated George Bailey, head of the Commuter Rail Committee for the Advisory Board. The Finance Committee projected over \$3 million of savings for just six months of a more stringent contract.

"The budget as approved shows a good balance on the part of the membership between support for an antiquated system which is trying to upgrade its facilities and services and concern for a financially squeezed citizenry who demands a fair return on its tax dollar investments," says Eugene Brune, Chairman of the Advisory Board.

In general, the cuts recommended by the Finance Committee and approved by the Advisory Board were not specific program cuts. Instead, the Committee applied the most recent information on expected costs and created incentives to decrease worker absences. According to Anne Larner, Executive Director of the Board, no programs need be cut if the T takes steps to increase lagging productivity and implement certain efficiencies. She describes the budget as one which "challenges the T to get the most out of each dollar but provides adequate funds to deliver all planned service."

SHORT RUNS

A GIFT FOR ALL SEASONS...Late one December afternoon Billy Dixon from Cabot Garage was pulling his Dudley bus out from Harvard Square when a woman rushed aboard out of the rain searching her purse for the exact fare. The result - 30 cents. She asked riders if anyone could change a dollar; no one could. A search of her pockets produced one more dime. Dixon reached into his own pocket to complete the 50 cent fare. That day the T gained much more than its due revenue.

* * * *

ON THE FIRST DAY OF...After months of herding around a lone stairway at the Back Bay Station, commuters received an early holiday gift...At long last a second stairway was constructed to spare disgruntled passengers who had been waiting up to eight minutes to exit the station. Completion of the new Back Bay Station is scheduled for the end of 1986.

TO START THE NEW YEAR RIGHT...The T once again is offering free rides to patrons between the hours of 10:00 p.m. and 2:30 a.m. on New Year's Eve.

* * * *

THE GIFT FORGOTTEN...What did not appear under the tree this year and whose whereabouts is presently unknown is that usually carefully wrapped item, decked with glitter and bows (and prose) - the T's Annual Report. The missing one is for 1984. Remember that year?

* * * *

A GIFT WITHOUT A HOME...On the corner of Woburn and Lowell Streets in Lexington sits a shiny bus shelter, a reminder of Five Forks (Route 67) discontinued last June. The many commuters who daily brave the winds and snows without such a shiny retreat wonder why Santa didn't recycle this T present.

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THE ADVISOR

NEWSLETTER OF THE MASSACHUSETTS BAY TRANSPORTATION AUTHORITY ADVISORY BOARD

JULY 1986 Volume 4 Number 1

Regs Strengthen Access

The U.S. Department of Transportation has issued new 504 regulations on mass transit for persons with disabilities. The rule, published May 20, also safeguards against unreasonable financial burdens for transit authorities by limiting required expenditures.

Under the rule, each locality may choose the type of service it wants to provide. The decision process must include members of the disabled community both for the initial submission and for any significant changes to be made in the program. Accessible bus, para-transit or any combination which meets the six criteria in the regulation will be permitted. These criteria are:

- All persons who by reason of handicap are physically unable to use the recipient's bus service for the general public must be eligible to use the service for handicapped persons;
- Service must be provided to a handicapped person within 24 hours of a request;
- Restrictions or priorities based on trip purpose are prohibited;
- Fares must be comparable to fares charged the general public for the same or a similar trip;
- The service for handicapped persons must operate throughout the same service area as service for the general public; and
- The service for handicapped persons must be available throughout the same days and hours as service for the general public.

From date of publication, authorities will have a year to submit a program to

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Policing OT

The MBTA's overtime expense of \$9.5 million for CY 1985 represents the highest level (as a percentage of total wages) of overtime expense since 1979, raising questions about deployment of personnel and the adequacy of manpower planning at the MBTA.

Year	OT (as % of wages)
1985	5.41
1984	5.14
1983	4.15
1982	3.68
1981	3.07
1980	5.00
1979	6.90
1978	8.60
1977	6.56
1976	5.71

GOVERNMENT DOCUMENT
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Seemingly buried beneath very legitimate use of overtime for emergencies and for short term needs are questionable departmental practices. For example, the Police Department shows staggering increases in overtime hours from 1982 to 1985 despite a 60% increase in personnel during those same years. Granted, between June 1984 and the summer of 1985 T police escorted the daily collection of system revenues while new safeguards were being developed to protect the Authority's monies in the aftermath of the money room scandal. That very necessary extra duty does not account for continuing high levels of police overtime which in the first five months of 1986 equaled 27.4% of departmental payroll.

The T's Transportation Department shows another example of overtime out of control. In the Fall of 1985 the Department documented that its goal for FY 1986 was 150,590 hours of overtime, a 10% reduction from FY 1985. In the first nine months of FY 1986 the Trans-

to page 6

Random Run

Does your bus show up at the same time every day? Do you ever arrive at your destination the same time two or more days in a row? Have you been able to read an MBTA timetable and figure out when the bus is due at your stop? If you answered no to all of these questions, you're not alone. An Advisory Board staff report nearing completion found that most MBTA bus service is haphazard. Few of the bus routes tested by staff provided the level of service shown in public timetables.

For passengers, trying to catch an MBTA bus is at best a hit-or-miss proposition. For example, buses which were scheduled to run every 15 minutes were as likely to run every 10 minutes as every 25. To make matters worse, delays followed no pattern - good service on rainy days and poor service when the sun was shining.

Why does this situation exist? Drivers aren't required to adhere to specific arrival times. Inspectors don't routinely monitor arrival times because established procedures don't require them to do so. Management doesn't recognize that a problem exists because the data which would reveal a reliability problem is not systematically collected.

T bus drivers are expected to leave terminals on-time which, for the most part, they do. However, they are not required to adhere to any schedule of arrival times at the other end of the line or at stops in between. That, combined with out-dated running times, results in a system of random arrivals which infuriates riders who have a tendency to then blame the driver.

The study indicates that bus service reliability is directly related to the level of frontline field supervision. Service was found to be more reliable at supervised terminal points than at non-supervised terminal or intermediate points. The positive effect is likely due to driver awareness of the presence of inspectors even though inspectors monitor missed trips and late terminal departures and not arrival times.

MBTA bus service, like all bus service operating in mixed traffic, is affected by traffic congestion as well as by other delays which are less predictable. However, other systems maintain reliable service by accounting for chronic problem areas in scheduled running times and adjusting public timetables accordingly.

The study concludes that monitoring and regulating schedule adherence is a subject that needs more attention by MBTA management. Specific recommendations include: providing drivers and passengers with arrival times at major intermediate stops and terminals; training supervisors to monitor and recognize reliability problems; establishing on-time standards; and providing drivers and supervisors with the proper tools and equipment to do their jobs. The final report will be available in July.

On the Fast Track

Horatio Alger is alive and well at the MBTA. According to an analysis of executive payrolls for the last four years, at least 29 of the 355 employees listed have received pay increases over that period of greater than 60%. Five of those 29 actually doubled their salaries by a combination of promotions and/or merit pay increases while the average executive had to settle for a 37% increase.

Not surprisingly, Jane Daly, Deputy General Manager, leads the list of fast track employees. In 1982 as Assistant to the General Manager she earned \$27,000; today, as O'Leary's Deputy, she commands \$68,925. Her rise in responsibility and salary are an example of

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THE ADVISOR

The Advisor is produced and published by the staff of the MBTA Advisory Board which represents seventy-eight Mayors and Boards of Selectmen.

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Promising Pattern

Nine of the MBTA's 14 collective bargaining units have ratified new three year contracts since last August when the Local 589 Boston Carmen's Union, the MBTA's largest union, ratified its new contract. The nine bargaining units range in size from the MBTA's second largest unit, the Lodge 264, Machinists with roughly 450 active members to the Local 3, Firemen and Oilers, with approximately six active members.

Last December, a tenth unit, the Inspectors Association, extended its current contract two years until December, 1988 in an "early opener" process which included some contract modifications.

Robert Lewis, the MBTA's Director of Labor Relations, believes that "the recent round of bargaining has been very good, with a lot of good give and take. We were able to find a way to provide good wage and benefit improvements at a relatively moderate cost."

According to T estimates, the ten settlements, which involve approximately 1,700 employees, will cost the Authority, through March 1988, roughly an additional \$9 million.

Lewis added that the round of bargaining which basically covers the contractual period from April 1, 1985 to March 31, 1988 is the first time he can remember where the MBTA has not had any union go full-term to interest arbitration. So far, all differences have been settled at the bargaining table without arbitration.

The MBTA engages in pattern bargaining whereby the Carmen's Union establishes the base pattern. According to this process, wage and benefit levels of change are applied to the various units uniformly.

Common threads running through all the settlements, including 589, are: 9.5% non-compounded wage increases over the three-year term of the contracts; a reduction in workers' pension contribu-

to page 7



Special Service Succeeding

On January 4 the MBTA implemented an advance notice lift equipped bus program designed to better meet the needs of the disabled community. "The T is making a very sincere effort" says Denise Karuth who has had the distinction of having logged the most rides on this new service. The program was developed by the MBTA Office of Special Needs in conjunction with the Special Needs Advisory Committee.

To utilize the system a reservation must be made by 1:00 P.M. of the day before the desired trip. The T has set up a Toll Free number, 1-800-LIFT-BUS, for taking bus requests. Subscription service is also available for those passengers who make regular trips. Buses do not deviate from their schedule or route but a reservation assures that a lift bus will be on that route when needed. The call ahead service is available for all but 11 routes, where the road conditions make it necessary to send smaller 35 foot buses which are not lift equipped. To date there have been approximately 225 requests for lift bus service.

The new program has not been aggressively advertised during its first months. According to Mary Lou Daly of the Office of Special Needs, the T decided to keep ridership to a minimum while experimenting with the system. Nevertheless, the toll free lift bus number can be found on the Spring Schedule Card and a special Lift Bus Schedule Card is expected to be out by September.

The T is also working on a brochure detailing lift bus services. The new pamphlet would update information on using different types of lift equipped buses as well as the call ahead service, and it would provide a floor plan of the buses. Other forms of advertising are being considered for the summer when the program will be better able to accommodate passengers. Daly believes that publicity efforts as well as the summer weather will increase ridership.

The advanced notice lift bus program has suffered some of the same mechanical problems as the regular lift bus service. On the older "flyer" buses the lift is at the front of the bus. According to Denise Karuth, Chairperson for the Governor's Commission on Accessible Transportation, front-mounted lifts often malfunction in the cold weather and drivers have difficulty in folding the lifts after use. The flyer lifts are also much slower than the new RTS lifts. On the RTS buses the lift is at the rear of the bus, and is deployed by a key. An initial problem with the new buses was that many of the drivers did not have keys when needed. The T has since rectified this by issuing 1,500 keys. Karuth notes that while the RTS lifts work fine the tie down clamps for wheel chairs are not as secure as they could be and often are not adaptable to different types of wheelchairs. The T has contacted a representative of GM, the bus manufacturer, about making the necessary changes. In addition OSN has drafted a response to the Urban Mass Transit Administration concerning their draft guidelines for national, uniform, specifications on wheel chair lifts and tie-downs.

In April a National Lift Bus Conference was held in Seattle, Washington. Members of the Special Needs Advisory Committee and the Office of Special

Needs attended the seminar which featured demonstrations of state of the art lift equipped bus equipment. One aspect of the Seattle lift equipped bus program was a dual securement system which would enable a chair to be strapped in by a seat belt type device as well as securing the wheels. SNAC is pursuing the implementation of this system with OSN.

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Fast Track from page 2

success and hard work being duly rewarded.

The other four were Ron MacKay, Barbara Benders, Ed Dunn and Alan Castaline. MacKay rose from a project administrator to Chief Mechanical Officer of the Green Line; Benders, one of four women among the top 29, moved from Administrative Assistant in Safety and Training to head of the department; Ed Dunn changed from the non-operating side (Materials Department) to the operating side to become Chief Automotive Mechanical Officer; and Castaline moved from a Service Evaluation Coordinator position to the Superintendent of Plans and Schedules.

Among the broader group of managers on the rise one finds high visibility personalities such as Jack Leary (Director of Operations), Dick Brown (Treasurer-Controller), Bob Lewis (Director of Labor Relations) and Frank Keville (Director of Construction) as well as lower profile employees such as Frank Colletti, Bob Castignetti and Joe Cicarrelli of Automotive Maintenance, Andy Warren of Real Estate, Michael Ward of Labor Relations, Roy Stephen of Construction and Carol Buckley of the Law Department.

Salary increases for executives have averaged 8.2% per year over the last four years. Increases from 1984 to 1985 averaged 11.2% while increases from 1985 to 1986 were a more modest 4.6%. However, each year individual pay increases vary considerably. In 1985 there was a major realignment and upgrading of executive salaries within the operating departments which accounted for the high average pay increase. In 1986 a much smaller scale but comparable upgrading

within certain nonoperating departments has given a number of employees raises significantly in excess of the average.

The Classification Study due out this past Spring but still in final (and as yet unapproved) draft form will hopefully address a number of the inequities which remain. In particular, within some departments, such as Development and Public Affairs, there are a large number of executive salaries clustered close to the department's non executive salaries and significantly lower than the few top salary holders. Salary levels seem out of line with skill and/or level of responsibility. In other departments, such as the Budget Office, staff salaries and probably skill levels are not commensurate with the levels of positions within other departments which regularly interact with and/or report to the Budget Office. Effective oversight and control is difficult under such circumstances.



Long Hours, Poor Performance?

During CY 1985 19 MBTA workers earned more than \$20,000 each in overtime wages and 208 employees earned at least \$10,000 for overtime work. The top wage earner was a starter from the Reservoir District who earned \$28,267 in overtime in addition to his straight time salary of \$32,386. By contract, most T employees work a 40 hour week and generally earn time and a half for overtime.

Of the 19 employees earning \$20,000 or more from extra hours, eight were MBTA police officers. Five of those same eight averaged 20 plus hours overtime per week throughout 1985. For the first quarter of 1986 five of those eight earned at least \$5,000 in overtime for the three month period indicating a continuation of the pace of overtime hours from the previous year. Several other departments displayed similar patterns with employees working long hours for significant stretches of time.

A 20 hour overtime per week average for a full year increases a worker's actual annual working hours by 55% to 60% when vacation, holidays and sick days are taken into account.

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T for Two: Private-Public Affair

UMTA's Draft Private Enterprise Participation Guidelines, published in November 1985, specify that the level of future federal funds will be tied to local efforts at attracting private sector involvement in transit services. The new rules represent the latest in a series of moves by the Reagan Administration to reverse the 20 year trend in transit of public takeover of private service.

During the early 1970s, the MBTA began subsidizing and eventually absorbed the operations of three major carriers: Eastern Massachusetts Street Railway, Service Bus Lines, and Middlesex & Boston Street Railway. A third of the T's current bus service was in private hands in 1970. New UMTA guidelines may prevent such takeovers in the future.

Although the MBTA's absorption of private carriers in the mid and late 1970s was undertaken at the request of those carriers, UMTA's new guidelines require that eligible private contractors be given the chance to bid for the operation of such routes.

to page 7

Access from page 1

UMTA. UMTA will review and approve appropriate programs. The amount transit authorities are required to spend on services for the disabled is 3% of operating expenditures. If an authority cannot meet all six criteria without exceeding this figure it will be permitted to provide service that falls short of one or more of the criteria. Once approved, authorities will have a phase in period of six years to implement their program. It is estimated that the MBTA's current expenditure on accessible service is 1% of total operating costs, given that the FY 1986 Ride budget accounts for 0.6% of operating costs.

The MBTA has already addressed several of the criteria put forth in the new 504 regulations. The recent redefinition of special needs fares enables handicapped individuals to use the system, at a reduced cost, during the same hours as the general public; and both the 24 hour lift equipped bus program and the RIDE provide service for those physically unable to use traditional bus service. However, it is unclear whether the Authority is required to make both types of service meet all the criteria.

Several other issues will need to be resolved during the next year before the T will have a clear plan for full compliance. Key among these are: the current prioritization of trip purpose on the RIDE; the expansion of the RIDE and/or lift bus program to all parts of the district; and the need for accessible service, in one form or another, along the Orange and Green lines.

Department Overtime as Percent of Wages

	CY 83	CY 84	CY 85	CY 86 *
TRANSPORTATION	4.0	4.7	5.8	6.2
ENGINEERING & MAINT.	3.6	4.0	2.2	2.2
RAIL EQUIPM MAINT	3.0	5.5	48.0	1.8
LT RAIL MAINT	7.1	7.0	7.3	5.5
AUTO EQUIPM MAINT	3.2	4.2	5.9	4.7
TREASURER/CONTROLLER	6.7	7.9	9.0	6.6
POLICE	16.9	22.4	23.7	27.4
MIS	4.0	4.2	5.7	4.7

CY 86 = 5 months

Lift Bus from page 4

Employee training for the new program includes demonstrations of how to deploy the lift, and a film "Riding Together" which addresses issues relevant to disabled passengers. A new slide/tape program developed for the RTS buses has yet to be released. While the drivers seem to be cooperative and excited about the new program, Karuth feels that only about 30% of them really feel comfortable with the situation or the new equipment.

There are still a number of problems to be worked out before the lift bus program is ready for full ridership. Probably the greatest problem is the sometimes poor communication in the scheduling of trips. At times buses are not allotted for a trip involving a transfer. Also, drivers have been known to swing off their routes, stranding a passenger who expected a lift equipped bus. Other problems are inherent in the structure of Boston's radial transit system where 94% of the bus routes intersect with or terminate at a subway station most of which are inaccessible to wheel chairs. Presently the system seems to work best in outlying areas where bus service is the dominant mode of transportation, as opposed to the inner city where service between points often involves transfer to trains.

OT from page 1

portation Department registered 215,727 hours of overtime, 43% over its budget for the full fiscal year. The significant overrun raises questions about monitoring and control from the T's Budget Office as well as manpower planning.

The Light Rail Maintenance Department and the Treasurer/Controller's have also registered overtime use significantly above other departments and bear some looking into. On the positive side, Engineering and Maintenance, and more recently Rail Equipment Maintenance, appear to have been successful in bringing their use of overtime under control.

Pattern from page 3

tions from 8% to 4%; new, longer wage progression rates for new hires to reach top pay; and conversion from Master Medical to Master Health Plus or the option to join one of five Health Maintenance Organizations offered by the Authority.

The nine collective bargaining units with recently ratified contracts are: Local 6, Office Workers; Local 104, Electrical Workers; Local 105, Technical Engineers; Lodge 264, Machinists; Local 453, Management Union; Local 651, Blacksmiths; Local 717, Electrical Workers; Towermen; and Local 3, Firemen and Oilers.

The \$9 million cost to the MBTA for these units, which includes the cost of the Inspectors Association extension, plus the approximate \$23 million price tag for the 589 settlement, brings the total cost of the latest round of bargaining to roughly \$32 million.

To date, two bargaining units have already expired contracts. The MBTA is still negotiating with the MBTA Police Association whose contract expired June 30, 1985. According to the T, progress in the negotiations has been made, but no settlement has been reached.

The MBTA is also negotiating with the Building Trades unit. The contract for this unit, which has over 400 active members, just expired on June 30, 1986.

Public-Private from page 5

The new draft guidelines require transit systems which receive federal funds to:

- Solicit input from private operators at an early stage in planning for new or restructured service;
- Establish objective criteria for judging any service proposals that are received from private entrepreneurs;
- Provide a fair means for resolving disputes over service decisions; and,

- Periodically examine existing operations to determine where opportunities may exist for private enterprise participation.

Because final guidelines have not yet been issued by UMTA, what constitutes adequate private involvement is unclear. Nonetheless, at the MBTA, private contractors already play a major role. According to an UMTA spokesman, "The MBTA's experience with private enterprise participation is a good example of the type of program we would like established at all transit systems."

Spurred in part by Chapter 581 (Management Rights Legislation) adopted in 1982, the level of private sector involvement in providing MBTA service has not only increased but has expanded into new areas. For example, in CY 1985 private contractors cleaned MBTA stations and vehicles for \$1.6 million, one-third the cost of using T personnel.

In 1985, 70% of the T's capital budget (\$170 million) covered contracts to private firms. In addition, private carrier services accounted for nearly 15% of the FY 1986 operating budget (almost \$60 million).

Long Hours from page 5

For the first quarter of 1986 two starters and a bus driver earned more in overtime wages than in straight pay by working an average of 28 to 29 hours each week in addition to their normal 40 hour work week. In 1984 records indicate that two repairmen working on red line cars at Cabot average over 30 hours per week overtime for at least a six month stretch.

For the safety of workers and the public, policy should exist which limits the amount of overtime an employee can perform in a given week. For efficiency and effectiveness, policy should also exist governing long term overtime. Twenty hours of overtime in a given week might not be excessive, but twenty hours per week for a year raises different questions about the quality of work and effort an employee can sustain.

SHORT RUNS

HOW MANY BEANS IN THE JAR...Getting an accurate count on the number of T employees is reminiscent of buying guesses at the County Fair. Someday all the T's internal reports may agree on the number employed, then the Authority can proceed to deal with the issue of making that number real.

* * * *

SPEAKING OF REALITY...When is a police station not a police station? The newly constructed police substation at Alewife has beautiful signage and is outfitted with desks, files, etc. But police are nowhere to be found. Word has it the police will not be using the new facility. Does this new "prop" mark the latest trend in crime deterrence?

* * * *

REAL RIDERS CONFORM TO SPECS...Who fits to a T? The search is on for the ultimate bus rider - the one whose arms reach the overhead bar without coming

out of their sockets and whose legs fit between two seats while the kneecaps are still attached and whose eyeballs vibrate in synch with the shock absorbers (?) on the new RTS buses enabling him/her to read a timetable or newspaper.

* * * *

A BLUE RIBBON FOR THE BLUE LINE...What does the Blue Line know that other lines don't? A recent one day, system-wide survey by the Advisory Board of passengers revealed that 67% of Red Line, Orange Line and Green Line riders were not working properly, while only 10% of Blue Line riders failed to function as they should.

* * * *

GREEN WITH ENVY...Where have all the D trains gone? While B, C and D trains provide the same evening rush service according to the public timetables, Riverside riders are perplexed by half hour waits and one D train to every five/six B and C trains.

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THE ADVISOR

NEWSLETTER OF THE MASSACHUSETTS BAY TRANSPORTATION AUTHORITY ADVISORY BOARD

September 1986 Volume 4 Number 2

Supp. Budget in Limbo

With the proviso that the City of Boston agrees to pick up the full net cost of the service (in addition to its regular assessment), the MBTA Board of Directors voted a request for a supplemental budget for FY 1987 of \$860,000 at its September 10th meeting. The supplemental would fund transportation services for 4,000 Boston school children previously served by private transit.

The unanimous vote, taken with the full Board present, came after extended debate. Members expressed concern that the proposed service would be more costly than current private bus service, that the City (as opposed to the School Department) had not made the request and that there is lack of clarity among affected parties on how the deficit for the service would be assessed.

General Manager James O'Leary was instructed by his Board not to submit the request for supplementary funds to the Advisory Board until assurances of Boston's compliance with the Board's interpretation of how costs were to be assessed are forthcoming.

The Advisory Board is vested with the statutory power to approve MBTA budgets. The youthful riders, students at Madison Park/Humphrey Occupational Resource Center, Brighton, Boston Latin, Boston English, Boston Technical, Latin Academy and Hyde Park High Schools, would switch to the MBTA beginning in January 1987 if the funds are approved by the MBTA Advisory Board.

The Advisory Board expects to convene a meeting of its Executive Committee and the full Board to consid-

to page 6

Members Fight S1807

Members of the MBTA Advisory Board are voicing strong opposition to Senate Bill 1807 which is pending in the State Legislature.

"I've been on the Advisory Board since its inception more than 20 years ago," says Lou Eaton, Designee from Cohasset, "and this proposal has the potential of reversing all the real progress the MBTA has made in the last ten to 15 years. I see it as signaling a return to a politicized transit system."

Mayor Eugene Brune of Somerville, the Chairman of the Advisory Board, underscores the need to educate the public to the implications of the pending Bill. "Currently there is a delicate balance of interests which controls and limits the MBTA's expenditures," he explains. "And it has been working. Though it has been slow and difficult at times...and things are not perfect...the T has made tremendous progress in the last five or six years and at a cost that is reasonable. We have the figures to prove it."

Senate Bill 1807 was filed last Spring by State Senator Patricia McGovern of Lawrence, Chairman of Senate Ways and Means. The Bill would shift control of the MBTA's annual operating budget from the Advisory Board to the State Legislature. The proposed shift in control is premised on increasing State dollars going to the T since assessments to District cities and towns have been capped by Proposition 2 1/2. The Bill also eliminates the Authority's ability to issue debt and places the agency's construction program under the State's Division of Capital Planning and Operations.

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According to a recent report issued by the Advisory Board, District cities and towns have been successful in keeping a lid on T expense while still supporting much needed improvements, even though they are paying less of the T's annual deficit. The MBTA spent less in CY 1985 than in CY 1980 when figures are discounted for inflation. In addition, even with significant increases in service, upgrading of equipment and development of new maintenance programs, the annual cost of MBTA operations has been rising more slowly than the average cost of other State services.

"S 1807 is certainly not an effort to save the taxpayers money," claims Ellen Fisher of Concord, Chairman of the Advisory Board's Finance Committee. "The impact on the T's capital program will end up costing the people of Massachusetts much more...not only in tax dollars but also in patience," she continues, pointing out that the imposition of an additional layer of approvals for capital expenditures could add up to several years to the time line for procuring new vehicles or building new facilities.

"What I find abhorrent," says George Bailey, Designee from Sharon and long time activist on the Board, "is that such major changes are being pushed without adequate public debate, sound factual information and a look at what works and what doesn't work for other major transit systems."

"Putting a local service like transportation under State control is not a thoughtful or wise move," adds Richard Dimino, Boston's Designee to the Advisory Board and the City's Commissioner of Traffic and Parking. "This is a tough issue which requires an open exchange of ideas and hard factual data if taxpayers and riders are to get a fair shake."

According to Anne Larner, the Board's Executive Director, those facts and that exchange of ideas should be forthcoming from a federally funded study currently underway at the Advisory Board. The two year study is addressing the issues of future service

and funding alternatives for the MBTA. A public review of Study options with legislative participation is scheduled for Spring/Summer 1987.

Policy Detailed

In response to an Advisory Board request and in conjunction with newly issued federal 504 regulations, the MBTA Office of Special Needs is putting the finishing touches on a comprehensive policy statement on accessibility for the transportation handicapped.

A draft is currently circulating for comments among special needs advocates, local legislators, and MBTA and Advisory Board staff.

The document addresses issues of accessibility for both ambulatory handicapped and non-ambulatory handicapped individuals. Short and long-range plans are detailed by mode. In addition, the statement covers the issues of sensitivity training, signage, standard operating procedure for elevator and escalator outages, and safety. It also calls for research into technical innovations that could ease access to light rail and commuter boat. The statement also reaffirms the Authority's intention to seek community input and involvement in key service decisions.

In its March 1986 vote on changes in fares for the disabled the Advisory Board requested such a policy statement from the Authority by October 1, 1986. New federal 504 regulations cover only bus and paratransit service and allow six years, from June 23, 1986, to meet new standards.

THE ADVISOR

The Advisor is produced and published by the staff of the MBTA Advisory Board which represents seventy-eight Mayors and Boards of Selectmen.

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Another Treasurer Gone

Richard M. Brown, the T's Treasurer-Controller, has submitted his resignation so that he can pursue his private development business on a full-time basis. Brown, who has been with the Authority since 1981, first as the T's Budget Director, will be leaving on November 14th.

Brown, though looking forward to his new endeavors, would still like to remain involved in the public sector. Referring to himself as a "government junkie," Brown says he may do some consulting work after his departure, particularly in the health and human service area. Prior to his employment with the MBTA Brown was Budget Director for the State's Department of Mental Health.

Tots at Work

A new day care center, the Transportation Children's Center, opened June 23rd in the Transportation Building. Designed to meet the needs of working parents and their children, the Center is a non-profit corporation which provides care for up to 48 children ages 15 months to five years.

"Basically, the Center has been a tremendous success," says Marylou Batt, President of the Center's Board of Directors. Batt, who heartily supports the idea of work-place child care, notes that so far all of the Center's initial goals have been achieved.

Bernard Cohen of the MBTA, whose two year old is enrolled at the Center, is "delighted" with the new program. Cohen likes the convenience of having his daughter close by, but notes that "If it were only a matter of convenience that wouldn't be enough. The Center makes our lives much easier knowing that she is close by in a place where she seems to be thriving."

Enrollment is accorded on a first come, first serve basis to the following groups in order of priority:

to page 6

New Chief Gears Up

Thomas P. Maloney, Jr., the MBTA Police Department's new Chief, didn't know where to begin when asked what challenges he is looking forward to most with his July appointment. "There are so many things you could say," mused Maloney. Undoubtedly, it only takes a few minutes with the Chief to sense his enthusiasm. The list of challenges is no doubt long and he intends to tackle them all.

Maloney, who began his tenure at the T in March 1985 as deputy to former Chief William Bratton, arrived at the T by way of the Boston Police Department. Employed there for 15 years, his last assignment was as a sergeant, working as staff assistant to the area commander and as director of the Neighborhood Response Program.

A Vietnam veteran, Maloney entered the Army in 1966 and served as a military policeman. Maloney attributes his decision to pursue a law enforcement career to his four year stint in the Army, explaining that it reinforced his desire to pursue a career in public service. A native of South Boston, he lives in Hanson with his wife Joan and their three children.



MBTA General Manager O'Leary praised "Maloney's experience as a crime-fighting professional who is responsive to the needs of our riders" and added, "I am confident that under his leadership we will continue to improve our safety record and reinforce confidence in our public transportation system."

One of Maloney's most immediate goals will be the effective policing of the Southwest Corridor, scheduled to open this April. "The Authority has a \$750 million investment in the Southwest Corridor," he said, "I want to be able to make that system as close to crime-free as possible."

Also high on Maloney's priority list is the establishment of a new police headquarters facility. "For a modern police facility the Cabot headquarters is totally inadequate. We're bulging at the seams," Maloney stressed. He went on to explain that when the Police Department moved into the Cabot facility in 1976 there were about 60 officers. Now, the Department has doubled.

The headquarters project is in the very preliminary design stages. Site feasibility studies at the two prospective locations, Andrew Square and JFK, are underway. Maloney cited location on a major T line, accessibility to the court system and convenience to major highways such as the Mass Pike as major criteria for site selection. Maloney is hoping the Department will have a new facility within five years.

In addition to the new headquarters, the Police Department also plans to open two new substations within the year, one at the Washington Street concourse and another at Forest Hills station on the Southwest Corridor. These will be the Department's first operable substations. Both will have public areas for filing police reports, obtaining information, etc., an interview room for crime victims and locker facilities. Maloney explained that final plans for the substation originally planned at Alewife are up in the air, pending manpower assessment findings.

A larger facility in the offing raises questions on expanded Police Department staffing, however Maloney hasn't made any recommendations on this issue. According to the new Chief, the Department is authorized for 126 officers and is currently reassessing their deployment. Findings will be known later this Fall. Maloney maintained, "An increase is one consideration and then on the other hand it may just be a reallocation of existing resources without an increase in manpower."

When asked his reaction to the recent police testing scandals, Maloney noted how "very disheartening" the news stories have been. He is confident that the MBTA Police Department has a clean record and agreed with the State's decision to have the State Police monitor the security of future promotional tests.

The MBTA Police Department has been gaining in stature in recent years. There is little doubt that Chief Maloney is going to see that the momentum does not change in the months ahead.

A New Blue Flu ?

Figures for FY 1986 reveal a dramatic rise in absences among MBTA Surface Line employees. While the Authority as a whole registered a 6.5% increase in hours absent since FY 1985, Surface Line employees showed a 29% increase in nonproductive time away from work. Other major responsibility areas at the MBTA showed declines or only minor increases in time lost during the same period.

Surface Line employees include all bus operators and motormen on the Arborway, Boston College and Cleveland Circle Lines as well as their supervisors. Sick days and days lost because of industrial accidents comprise 80% of recorded absence hours. The remaining 20% is made up of suspensions, military leave, unauthorized absences, etc. Earned vacation and holiday leave are NOT included in the absence figures.

Absence hours for FY 1986 for the entire Authority totaled more than 1,000,000. This approximates over 600 man years of work missed.

Since accurate manpower figures by responsibility area are not available from the T, it is impossible to make a detailed analysis of changes in absences per employee. Nonetheless, available data indicates that absences in Surface Lines far outweighed apparent modest increases in the number of employees, suggesting that worker productivity declined significantly within that responsibility area.

New Green Machine

With little fanfare the MBTA placed the first of 100 new Green Line cars into regular passenger service on the Riverside line on August 4th. Representing the seventh type of streetcar designed specifically for Boston service, the new cars are dubbed "Type 7s." Manufactured by Kinki Sharyo of Japan, the price tag for each car ranges between \$993,000 and \$1,150,000.

Visually, the Type 7 resembles the T's current Boeing LRV. It is articulated (bends in the middle), dual-ended, has three entrance doors per side and operates on 600 volts DC. The similarities end there. The Type 7's smooth ride and reliable climate control distinguish it from other MBTA LRVs.

The car's engineering is the result of experience gained from operating and maintaining the Boeing and PCC (older) streetcars as well as from LRVs operating in cities around the world.

As an added bonus, the Type 7 has the ability to "limp" back to the maintenance base in the event of a traction motor failure. This diminishes the problem of a disabled car blocking service for an extended period.

Burnt by past LRV problems, the Authority has established an exhaustive program of performance testing for the Type 7s prior to their being accepted for service. No major problems have been encountered though the need for several minor adjustments has slowed the pace of vehicle acceptance. As of

to page 7



Budget from page 1

er the request. Those meetings must take place within thirty days of official receipt of the Authority request.

Preliminary indications disclose strong feelings among District cities and towns against the request. The negative response is based on the assumption that District communities may be assessed part of the costs of the service for Boston.

According to MBTA figures, 39 additional buses and five LRVs will be required to accommodate the increased ridership demands created by the students. Routes affected by the student population are currently at or near capacity during the morning rush hour when school transportation is required. The Authority plans to hire 48 additional part-time operators to implement the additional service.

The request covers only six months of service for the school children. The FY 1988 T budget which will be submitted in October is expected to contain a provision for a full year of school service. There has been no response from the City of Boston on the number of school children they expect the MBTA to serve during 1987-88. Since the T's budget covering that period must be submitted to the Advisory Board by the middle of October to meet statutory requirements, there is the possibility of insufficient funds being available for FY 1988 if significant changes in the number of students to be served are made after the budget is set.

Tots from page 3

1. Children of State employees and employees in the Transportation Building;
2. Children of employees of transportation-related authorities who do not work in the Transportation Building;



3. Transportation Building service contractors (security, cleaning, etc.) and subtenants; and

4. Children of parents living or working in neighborhoods adjacent to the Transportation Building.

Forty-two children are enrolled in the program this Fall. Rates per child range from \$90 to \$120 per week depending on the age of the child. Presently the toddler section (15 months to 2 years 9 months) is filled to capacity and there is a waiting list, however there are still slots available in the pre-school section (2 years 9 months and up). There are also a few shared-slots available to those State or Transportation Building employees needing part-time care for their children. Children attending the Center will be allowed to remain in the program even if their parent discontinues being a Transportation Building or State employee.

The curriculum is based on a full day schedule. Center hours are Monday through Friday, 7:30 a.m. to 6:00 p.m. According to Laurie Morelli, Executive Director of the Center, emphasis is placed on social and developmental skills. The Center's nine staff members all have degrees in early childhood education.

Financial assistance is available

to State employees and employees of transportation related authorities. Due to a contribution from the building fund of the Transportation Building, the Center is able to offer a sliding fee scale to parents whose combined family income is \$35,000 or less. The Center also sponsors various fund raisers to support the scale and help defray start-up costs. Four major fund raising efforts are planned over the course of this year and smaller bake sales and pizza sales have been occurring intermittently. According to Batt, the Center's goal is to raise \$10,000 this year through fund raising efforts.

The daily routine includes breakfast and two snacks as well as a nursery school program in the morning which all children at the Center participate in. This program incorporates arts and crafts, music, stories, and other group and individual activities which promote cooperation and a positive self-image. Afternoons are spent lunching, napping, and going on small outings around the building. The Center has its own playground on the roof of the Transportation Building.

Green from page 5

September 10th three Type 7s are in revenue service.

Ron McKay, the MBTA's Chief Light Rail Equipment Maintenance Officer, already hails the Type 7 program as a "great success" and looks forward to the day when the majority of the Green Line fleet is Type 7 equipment.

Delivery of the first 50 Type 7 LRVs is expected to be completed by January. The second 50 Type 7s will be delivered between June and December 1987. The second set of cars will incorporate several minor improvements. Among them: electronic destination signs and passenger stop signal tapes (already on MBTA buses) instead of hard to maintain signal cords.

Until improvements in the T's power distribution system are completed, the new cars are expected to serve only Central Subway, Brigham Circle and Riverside passengers.

Interest and Oil Drop Brings (T) \$15.7m

Closing figures for FY 86 showed MBTA expense up 8.7% over FY 85 expense - but \$1.7 million (or 0.4%) under the approved \$472.4 million budget.

During FY 1986 \$15.7 million in unexpended funds became available for other initiatives due to a drop in interest rates and oil prices.

Lower than expected fuel prices allowed the T an additional \$2.4 million; a drop in short term interest rates accounted for \$4.7 million; and an additional \$8.6 million was freed because of a drop in long-term interest rates and decisions on timing and size of debt offerings.

Not surprisingly, major changes took place in the allocation of monies between the time of the initial approval of the FY 1986 budget and closing of the FY 1986 books. Although no major service changes which had significant financial impact occurred during the fiscal year, the \$15.7 million (plus numerous smaller reallocations) found its way into a number of different budget lines, including:

- \$1.9 million was spent on originally unbudgeted special maintenance projects to help upgrade track and vehicles. This was approved by the Advisory Board in May.
- \$4.1 million was used for a 2.3% rise in wages over the original budget due to contract settlements with the major unions and/or manpower increases.
- \$4.8 million in increased pension costs (19.4% above original budget) was expended, also resulting from new labor contracts.
- \$5.6 million was spent on Materials and Services (including insurance costs).
- \$2.2 million went to pay for a rise in liability claim expenses.

SHORT RUNS

BY-PASSED...A word to the wise to all those T commuter rail riders who board beyond Zone 3 (Natick, Lincoln, Beverly Depot, for example)...don't get too excited by the T's much touted new Pass by Mail Program. For some strange reason, commuters beyond Zone 3 do not have the Pass by Mail option.

* * * *

RECYCLED...The T has finally found a use for those French centimes that plague the system. An Advisory Board member's daughter was recently given one by a Red Line collector instead of a token for her \$.60.

* * * *

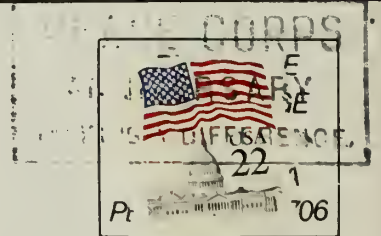
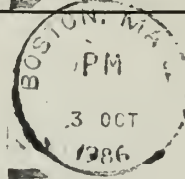
BUSTED...Results of an eight day Advisory Board test of T fare collection equipment on the Red and Green Lines in July suggest that failure of personnel to test and report malfunctioning equipment may be more of a problem than maintenance or poor equipment.

CONSUMED...Consumer of the Month award goes to a young West Newton lady who is a regular rider of the #305 bus. She has become something of a legend among her fellow riders. Whenever her bus is appreciably late or fails to meet common sense standards of performance, she passes out leaflets giving the T's complaint number and a message urging fellow riders to exercise their rights.

* * * *

TARNISHED...T riders often find it tough to distinguish T employees from the rest of the crowd. A random check of Park Street and Washington Station T employees last week indicated that - despite requirements (among others) for badges and hats - only one out of at least nine had either. A vast array of sweaters and vests was noticed, as well as the missing tie for long-sleeved males. One T bus driver has acquired a questionable look of uniqueness...a straw sticking out of his mouth an entire bus trip and a T uniform shirt unbuttoned to his navel.

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THE ADVISOR

NEWSLETTER OF THE MASSACHUSETTS BAY TRANSPORTATION AUTHORITY ADVISORY BOARD

March 1987 Volume 5 Number 12

Fare Share:

T Collection Costs Soar

Recent findings by the Advisory Board's Revenue Review Committee reveal that the percentage of T fare revenue spent on collection has risen from 10.7% in FY84 to 12.3% in FY86. Labor accounts for fully nine-tenths of the cost of MBTA fare collection, and the T currently employs more collectors than it needs. Field observation also indicates that T equipment, turnstiles, gates and passreaders are often out of service for several days. These are some of the findings recently discovered by the Advisory Board's Revenue Review Committee when it reviewed the MBTA's fare collection system.

Part of the increased cost of fare collection can be attributed to reorganization of the MBTA's money room after the 1984 scandal and to an increase in the number of pass sales outlets. But a comparison with other metropolitan transit systems such as the Toronto Transit Commission and the Metropolitan Atlanta Rapid Transit Authority clearly shows that the T's collection system is costly because it is labor intensive. Furthermore, a preliminary look suggests that the fall 1986 staffing levels for T collectors are higher than necessary.

Comparable metropolitan systems, designed with extensive automatic collection equipment, employ significantly fewer agents to handle ticket and token sales. In addition to cost-effectiveness, automation usually increases accurate count of tokens deposited, passes processed and riders admitted to the system.

The T's own experience with automated equipment has been mixed. After an unsuccessful experiment with automatic token vending machines (TVMs) in the early 1980s, the Authority decided not to use them because of unreliability.

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Plans To Update Phones

On Hold Til Fall

According to an Advisory Board survey completed in December, a caller can expect to hold an average of one minute and 45 seconds before reaching a "live" operator on the MBTA's consumer information line (722-3200). Although waits of nearly seven minutes were recorded and during peak periods (7:30 - 9:30 am and 3:00 - 5:00 pm) waits averaged three and a half minutes, the overall picture of consumer service has improved since the last Advisory Board survey in August 1984.

Since then, the Authority has reduced slightly the holding time for callers and has made operators available after 9:00 pm on weekdays and for longer hours on weekends. During the last six months, the Authority also has installed a TTY system to provide access for hearing impaired customers.

When the Advisory Board first surveyed the T's consumer information system in the fall of 1983, it found an antiquated phone system, insufficiently staffed and limited in hours of operation. Eighty percent of calls resulted in busy signals or disconnections. A customer had to wait an average of eight minutes to reach an operator. No operators were available on weekends or after 6:00 pm on weekdays.

The move to the Transportation Building in February 1984 brought a new phone system with expanded staff and service hours. Customers could call until 9:00 pm weekdays and between 10:00 am and 5:00 pm weekends.

The new phone system, though an improvement, still did not meet the demands of consumer requests (Advisor, Aug 1984). Acknowledging that the "new system" was not capable of performing necessary monitoring functions, Authority officials promised a more sophis-

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Going For A RIDE

There are already three passengers aboard the RIDE - the MBTA's call-ahead transit service for handicapped riders - when the van pulls up to my Malden apartment at 7:35 am. I introduce myself to the driver, Bob, who assists me on board and buckles me into one of the folding seats along the side of the van. Each seat is equipped with a seatbelt and with wheelchair tie downs when folded.

I meet my fellow passengers - subscription regulars, Irene, Rita and Kathy. The women have standing reservations to be picked up and returned home each work day at the same time. But I am on assignment to experience the RIDE for the first time.

From Malden we head through light traffic into Boston, where all three women work. Kathy does not need to be in her office until 9:00 am but two years of experimenting have taught her that a later pick-up will not get her to work on time. She explains that the number of passengers and the order of pick-ups and drop-offs affect the length of her trip.

As we wind along route 93, both passengers and driver comment on scheduling problems. Bob remarks that he often has pick-ups in opposite ends of the District, for instance in Watertown and East Boston. Although it makes more sense to him to confine pick-ups on a given run to a certain section of the District, the subcontractor rationalizes that drivers need to know the whole territory.

Rita notes that Irene, who is hearing impaired and does not speak, gets nervous with a new driver. If he should get lost (and inexperienced drivers frequently do) Irene can't easily relay instructions from the back of the van.

According to Bob, a driver begins a typical day by 6:30 am and returns his van, after some 20 pick-ups, to the garage after 6:30 pm. He is expected to wait five minutes for each passenger before recording a no-show. Riders likewise are required to wait the same

amount of time before reporting a late van.

Bob confesses that breakdowns in the RIDE are fairly commonplace. While the driver can report problems to the dispatcher there is no way to notify waiting passengers of the delay. Both Rita and Kathy underscore the need for informing riders about breakdowns.

Kathy and Rita agree that they would consider using the T if more MBTA stations were accessible to the transportation handicapped because the T offers the luxury of spontaneous trips and lower fares. The RIDE costs \$.75 versus the average \$.60 subway fare or \$.10 with a special needs pass. Both women, however, enjoy the social interaction on the RIDE, and admit they would be satisfied with the service if it permitted 24 instead of 72 hour advance reservations.

The women are quick to praise the van drivers. Kathy says the drivers have a special "gift" for helping disabled passengers and still doing their jobs well. Without an attendant to help, many drivers daily assist disabled individuals and cope alone with the occasional passenger who suffers a seizure or requires medication.

Despite these special demands, RIDE drivers earn between \$5.50 and \$6.00 per hour - an appallingly low wage when compared to an MBTA driver's hourly pay of almost \$14. Bob says all the drivers hate the low pay, "but no one wants to stick his neck out." Despite the poor wages Bob admits with an embarrassed grin that he has been driving almost six years. He likes the work but wants more money and shorter hours.

to page 5

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Voice In The Wilderness

Ritchie Kenney

On the afternoon of January 22 while westbound drivers sat for hours in bumper to bumper traffic and rail commuters milled haplessly at South Station, Green Line passengers at the Park Street station escaped the snow-bound city under the steady guidance of Ritchie Kenney.

Richard "Ritchie" Kenney is the voice of the Green Line. From the Green Room just to the side of the information booth on the westbound platform, Ritchie assists commuters each workday from 3 to 11 pm by announcing approaching cars and by cajoling passengers into efficient boarding patterns.

Last January 22, Ritchie proved himself a consummate professional. Unrattled by crowds and confusion, he used all available loading space to board passengers. He announced where each train would load, how many cars were available, which doors were easiest to enter, and when the next train with the same destination would arrive.

Kenney clearly enjoys his job. Listening to the tone of his voice when announcing trains or observing his quick response to requests for help clearly demonstrates his enthusiasm. To hear him talk and to listen to his

to page 5

No-shows Cost T

According to figures released by the MBTA, absentee hours for its non-executive employees increased 9.5% during calendar year 1986. Hours lost to illness or industrial accident accounted for 78% of total time lost, while jury duty, military leave, suspension etc. comprised the remainder.

If an average T employee works 1,776 hours a year or 52 forty-hour weeks minus 15 vacation, 13 holiday and 10 sick days, then time lost for 1986 at the MBTA translates into 630 additional employees needed to keep the system running.

If the Authority could lower absenteeism by just 10%, thereby raising the productivity level of each employee, Massachusetts taxpayers would save more than \$2.5 million a year. Considering that available data indicates each employee exceeds 20 absent days per year, a 10% reduction appears modest, reasonable and long overdue.

Liability Relief ?

The T and a handful of other transit authorities have banded together to form an excess liability insurance company called TRANSCAP. TRANSCAP will provide reasonably priced excess coverage in a market that does not offer this level of insurance. The T is currently covered up to \$25 million. In the event of a catastrophic accident TRANSCAP will cover losses, greater than \$25 million up to a limit of \$40 million.

To date, the MBTA; Metropolitan Dade County, Miami; Southeastern Pennsylvania Transportation Authority (SEPTA), Philadelphia; and Metropolitan Atlanta Rapid Transit Authority (MARTA), Atlanta have voted to join TRANSCAP. T authorities hope that TRANSCAP will be established by Spring, but still await further participation (and capital) in order to begin operation.

Attention, Please

Imagine Monday morning rush hour on the Red Line. Heads bob up and down inside the train to glimpse the station name. Passengers strain to hear an announcement. These people are not first time riders but Boston commuters who wrestle daily with the public address system of the MBTA.

For two weeks last December, an Advisory Board staffer joined ranks on the Red and Green Lines to keep an informal log of on-board announcements. She recorded them on only three of 17 trips.

The Authority requires operators to announce all stops, to advise of no smoking, and to inform passengers of any unusual conditions or service delays. The failure of T operators to make such announcements frequently creates confusion and inconvenience for the T-riding public. Passengers who register complaints at the Advisory Board office reserve their greatest fury for those operators who fail to inform them about on-board delays. Ten minutes on a train stuck between stations feels like ten hours when no one in authority tells you what the problem is. In the summer of 1983 the Authority publicly declared that any delay greater than two minutes warranted an announcement and an explanation to passengers. But the T does not monitor to see whether such announcements are made.

Staff observations indicate that public address systems at stations are more reliable and audible than those on the trains. But platform information tends to be rudimentary. Most station announcements emanate from the T's Central Control Office on High Street, where the announcer can key into a single station or a whole set of stations on a particular line. The typical refrain consists of, "All trains are running at or near schedule. There is no smoking on the platform, please."

There are a variety of mechanical reasons which explain in part the T's failure to give adequate on-board announcements. According to a T official at the Central Control Office, approxi-

mately 10% of the Red Line cars have faulty address systems. Advisory Board staff have observed that on those Green Line vehicles which announce stations, the volume is often set too low.

Whether for mechanical reasons or failure of public courtesy, during 1986 and the early months of 1987, the T has frequently omitted on-train announcements, to the exasperation of its riders.

Phone *from page 1*

ticated system by July 1985. As of March 1987 the T has installed no such system. The present phone system cannot count incoming calls or calls lost. It cannot record how long a customer waits on hold or an operator takes to provide answer to a query. Without this type of information the T has difficulty adjusting employee hours to meet peak demand. Nor does the T know exactly what percent of callers get through.

MBTA officials now claim that an automatic call distribution system which will meet the monitoring needs of the Authority should be available by summer or fall of 1987. The Advisory Board could not determine the cause of the two year delay in updating the T's telephone equipment.

The Authority is also considering a computer information retrieval system for its operators. Currently there are five full-time and nine part-time employees on 11 phone lines who must memorize the Authority's schedules, routes and fares. If necessary, operators refer to schedule cards on their desks. Operators managed to answer nearly all the questions asked by the Advisory Board survey team. Considering that they must rely on a strictly memory-powered retrieval system, the T operators provide good service. A computerized information system would enhance their ability to advise customers about optimal and alternate routes for speed, cost and convenience.

RIDE from page 2

We drop Rita at the Registry of Motor Vehicles and move on to New England Medical Center where Irene works. As we drop her off at the publishing house where she works, Kathy states that the RIDE may not be perfect but many disabled people would be stranded without it. She urges the MBTA to purchase more vans, improve the scheduling system and pay the drivers a living wage.

From St. Botolph we head to Blossom Street across from Massachusetts General Hospital for another pick-up. Our next passenger sits on the Board of Directors of THEM INC. the subcontractor who operates the RIDE for the MBTA. Since this passenger is in a wheelchair, Bob operates the lift, a device that resembles a small bridge, to help the man into the van. Bob straps him in and secures the wheelchair with the tie downs. We exchange introductions and again I relate my assignment.

Our new passenger declares that while the RIDE is important for disabled people, he would rather see his tax dollars go for fully accessible public transportation. He echoes the sentiments of the previous passengers, about the lack of spontaneity on the RIDE.

After we drop him off at the Saltonstall Building there is one more pick-up to make before Bob's two hour break. We head from Boston out to Somerville. On the way Bob remarks that he is surprised that this passenger is still on the schedule because she is a persistent no-show. As predicted she fails to appear, illustrating another hitch in scheduling. We retrace our route back into town and Bob drops me off at the Transportation Building.

The short time I spent on the RIDE underscored pros and cons of the service. Scheduling, vehicle availability, vehicle reliability and driver wages are issues requiring attention. Despite these problems, the RIDE is a critical alternative for people who would otherwise be unable to leave their homes.

Fare from page 1

ty. There is no indication that the T is reevaluating its earlier decision despite clear evidence of improved performance.

By contrast the Authority has deemed successful its relatively new vacuum revenue retrieval system in use at MBTA bus and streetcar divisions. Furthermore, the T will probably place a large order for electronic fareboxes on buses this year. Finally, after a ten-year headache with the electronic passreader system, the Authority, working with an electronic engineering consultant, appears to have a workable solution at hand.

Here in summary form are the Advisory Board's preliminary recommendations for the T's fare collection system:

1. The MBTA should evaluate its current position on automated fare collection in order to lower costs. It should consider reducing the number of station agents and supplementing manpower with TVMs.
2. Because the cost to collect revenue is much lower than that to collect tokens, the MBTA should introduce a wider variety of pre-paid pass options, such as daily, weekly or weekend passes which could be sold through private vendors.
3. The MBTA needs to scrutinize its defect reporting and equipment maintenance practices and to set performance goals. Fare collection equipment should never be out of service longer than one day.

Voice from page 3

supervisor praise his work, reveals a man of considerable skill who has won widespread respect for his daily commitment to the riding public. Experience, good instincts, and quick thinking have made him invaluable to Green Line riders.

The next time you are feeling irked at the T or feeling frustrated with some non-responsive bureaucrat, stop by Park Street Station to regain your faith in public service.

SHORT RUNS

CLAUS ENCOUNTERS...The express bus driver who donned red cap and flowing white beard to entertain homebound commuters on the Friday before Christmas deserves a gold star.

* * * *

LOST IN SPACE...Passengers on the Waltham Express bus the evening of March 2nd were left scratching their heads by the driver who asked commuters for directions to finish the route.

* * * *

WHERE THE ACTION IS...Let's hope that Waltham bus driver does not look in the latest Boston Area Yellow Pages at the copyrighted map of MBTA stops which include "Bringham" Circle, South "Action", and "Kemnore" Square.

* * * *

FAR FROM THE MADDING CROWD...On the snowy afternoon of January 22, homebound commuter rail passengers packed

into South Station sought help in frazzled vain from Amtrak or MBTA employees. No public announcements, no crowd control eased the mass confusion. Where were all the transit folk? One persistent woman in desperate need of assistance found them safely huddled in a trailer near the tracks.

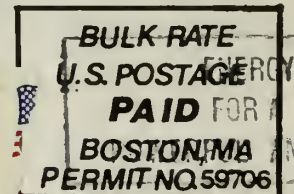
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SO YOU THINK TRAINS RUN SLOWLY...It takes some service and management data as long to travel from the T to the Advisory Board as a crippled train to limp into the Park Street Station - sorely testing the State public information laws.

* * * *

SLOW DANCING THE BLUES...It takes even longer for the T to drop former employees from its health insurance rolls according to an informant who told us that though she left the T in 1980, the T continued to pay her Blue Cross/Blue Shield insurance until October 1986.

MBTA Advisory Board
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THE ADVISOR

NEWSLETTER OF THE MASSACHUSETTS BAY TRANSPORTATION AUTHORITY ADVISORY BOARD

July 1987 Volume 4 Number 2

GOVERNMENT DOCUMENTS
COLLECTION

AUG 10 1987

Ad Effort Questioned

Preliminary estimates indicate that T revenue generated from advertising decreased approximately 37% in FY 87. The projection, made by the T's advertising contractor, reflects a drop from \$2.4 million in FY 86 to \$1.5-\$1.6 million in FY 87. This decrease, coupled with the inertia displayed by the T to move ahead on key advertising issues and decisions, indicates that maximizing revenue derived from tasteful advertising may very well be a low priority. Case in point: the three "new" Red Line stations - opened on the Northwest Corridor over two years ago - still have no advertising displays.

Tim Gens, Director of Development and Public Affairs, attributes the revenue decrease to four major reasons: the transition in July, 1986 from a contract with Transit America to handle the bulk of advertising within the T system to Hevia/Bacigalupi (now doing business under the name of Combined Media Communications, or CMC); the closing of six stations on the elevated structure of the Orange Line at the end of April (and therefore affecting only two months of the fiscal year); construction programs which resulted in the "temporary" removal of 250-300 advertising panels in 15 stations for varying lengths of time; and the lack of exterior advertising on the T's new buses and Green Line LRVs.

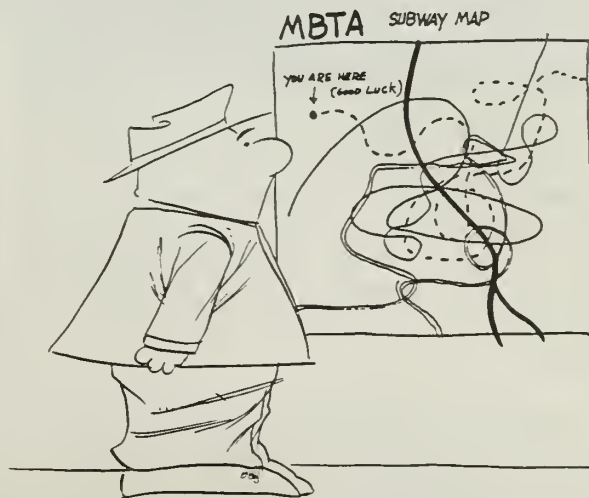
Gens is confident that CMC has maximized the T's advertising potential, citing in particular the firm's aggressiveness in attracting new advertisers to replace the cigarette advertisements banned from T property beginning last October. In Calendar Year 1985 tobacco advertising revenues represented approximately 36% of total advertising revenue. Tobacco advertisers typically purchased space in stations and bus exteriors. Large new sales have recently been made to the Boston Phoenix, Miller Beer and Piedmont Airlines for station posters and king-size bus displays. The

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A-Maze-ing

Yankee mistrust of the "foreigner" is as prevalent in Boston as it is around its tourist traps. Depository Copy
University of Massachusetts
Boston
Washington Street station, especially the heavily patronized downtown transfer stations, offer hours of suspense to casual system users. Winning "The Most Baffling" prize usually involves deciphering the meaning of "Inbound" and "Outbound".

Washington Street station, not for the faint-hearted under the best of conditions, boasted on a recent visit an escalator to nowhere which was blocked off only at the top, leaving gullible travelers to climb the wooden slats before discovering that there was No Exit.



From the Red Line inbound platform there is a dearth of information. No signs exist by stairwells; no information is posted on the location of the T's pass sales office, the Senior Citizen's Registration Office (both in the "Washington Street Concourse"), or the street exits from the station itself. Unless you enter the station from Chauncey Street, the only way to tell where the pass sales office is by the roar of the crowds lined up in front of the grimy windows for six days each month.

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Editorial

581 in Peril

The honeymoon is over. What appeared to be a welcome and mutually beneficial period of harmony between labor and management at the MBTA has ended.

An abrupt change of union leadership, rumbling in the ranks and a series of hit and run attacks on issues of safety, control of overtime and assignment of work give credence to the rumors that the Carmen's Union has launched a frontal assault on Chapter 581, the MBTA Management Rights Bill of 1980. If this is the case, riders concerned with efficient service and taxpayers concerned with escalating costs should prepare to man the barricades.

In the fiscal year just completed (FY 1987), Chapter 581 saved Massachusetts taxpayers more than \$10 million in MBTA expenses. Most of that money was in saved wages to members of the Carmen's Union. Yet no carman has been laid off and carmen's wages still compare favorably with wages of similarly skilled public employees.

Before the Management Rights Bill was passed in December of 1980, the truth is the Carmen's Union ran the MBTA. The balance of power was so skewed in favor of the union that management was powerless to act in the best interests of the riders and the taxpayers.

Passage of Chapter 581 shifted effective control of the Authority back to management while still safeguarding the legitimate rights of union members. Reserved to management were the rights to hire and assign employees; to assign and apportion overtime; to hire part-time employees; to contract out for services; to exclude overtime wages from the determination of pension benefits; to plan and determine levels of service; to determine levels of training and staffing. Guaranteed to employees were the rights to organize; to bargain collectively for wages, fringe benefits and working conditions; to speak out against poor management, waste of funds and/or misuse of authority. **to page 11**

PassWord

Judging by the number of T pass holders who use the Pass by Mail Program, buying a pass over the counter isn't too painful. The program, which was introduced last August, has attracted 800-900 participants per month - representing only approximately .8% of the roughly 106,250 T passes sold monthly.

Monthly statistics indicate that the number of T users who like the convenience of the mail has been steadily growing. In its first few months Pass by Mail averaged under 500 participants. The T launched an extensive marketing campaign to promote the program, which involved distributing over 40,000 brochures and 600 car cards, both with order forms attached. According to the T, at the end of the first two years of the program a determination will be made on whether to continue the Pass by Mail option.

Beginning this month, the program is being expanded to include commuter rail G-P passes. Payment may be made by check, money order or charge and there is a \$1.00 service charge. Orders must be postmarked by the 10th of the month. Reorder forms are mailed with each pass and T figures indicate customer satisfaction with over 85% of the previous months reorders returned in the past few months. Bay Banks is under contract with the T to handle a good deal of the administrative work.

In another attempt to enhance the use of the Pass Program, the T is exploring the feasibility of dispensing monthly passes through automatic pass machines located only in transit stations.

THE ADVISOR

The Advisor is produced and published by the staff of the MBTA Advisory Board which represents seventy-eight Mayors and Boards of Selectmen.

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Experts Expound

Encourage privatization of transportation services. Develop a spirit of service. Focus on the ends of the lines and how to accommodate parking. Commuter rail, commuter rail, commuter rail. These were the themes of four local transit experts who addressed the Advisory Board on the issues the T ought to be examining in the near future.

The mid-winter panel which gathered for the Advisory Board's Annual Meeting included: Jose Gomez-Ibanez, Professor of Urban Planning and Public Policy at Harvard's Kennedy School; Ian Menzies, former managing editor of The Boston Globe and a Senior fellow at the McCormick Institute at UMASS Boston; Peter Metz, a private consultant, engineer and former Under Secretary of the Executive Office of Transportation and Construction; and Jim Smith, former Advisory Board Executive Director and current member of the T's Board of Directors.

Gomez-Ibanez led off the session by underscoring the advantages of privatization: cost control and innovations in service. He advised the Authority to encourage privatization by showing more tolerance for private carriers already in existence and by bringing T fares more in line with T costs. He warned that accommodation rather than regulation of private carriers was in the T's own best interest.

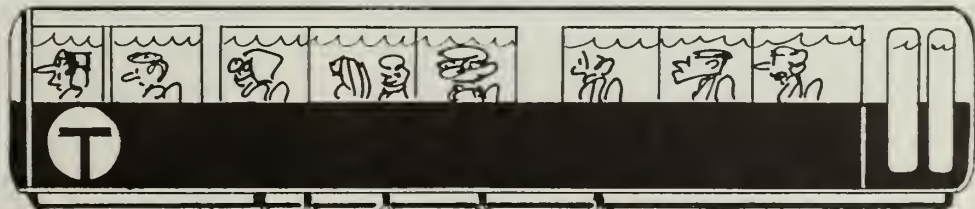
Commuter rail is "the only solution to keeping suburban commuters happy..and Greater Boston moving and vibrant," declared panelist Ian Menzies. According to Menzies the South Shore is the fastest growing area in the state and there is no alternative to commuter rail to serve the growing transit needs of that corridor. In addition to restoring rail service, he urged the MBTA to address Red Line problems of capacity, frequency of service, problematic signal system and adequacy of parking. Relocation of the Airport station

on the Blue Line, establishment of a circumferential system and finally a marketing campaign to attract customers were additional issues Menzies felt needed attention.

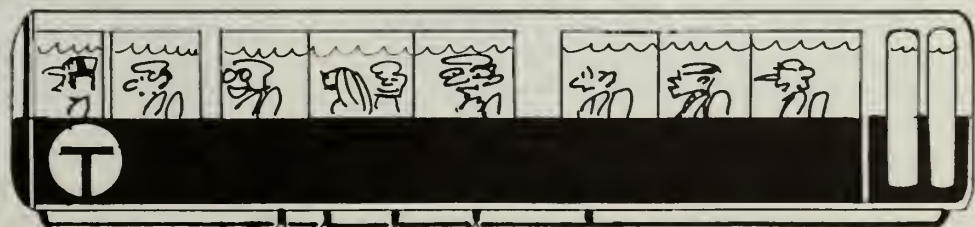
Having done a good job of improving service over the last five years, the MBTA now needs to concentrate on developing a spirit of service, proffered consultant Peter Metz. T employees should think of passengers as customers, people who ride public transit by choice. New training programs, employee monitoring, customer evaluations and comprehensive quality improvement programs need to be instituted, he continued. Rewards for employee performance need to be put in place; measures of customer satisfaction need to be developed. Metz concluded by saying the culture of the MBTA needs to change with quality and service becoming management priorities.

After outlining the progress of the last five years, T board member Jim Smith looked to the future and pinpointed parking and access to the ends of the lines as a key problem for the near future. Commenting on the presentations of his fellow panelists, Smith cautioned against a rush to privatization and noted that the inner cities and towns are still paying off the bonds of the old private Boston Elevated Railroad Company. He went on to endorse Metz's move toward a service culture but felt it premature.

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THE WATER YOU WASTE IN A YEAR COULD FILL AN ENTIRE GREEN LINE CAR.



OR IS IT JUST SWEAT?

PETER ZALE '87

Access Improved

The MBTA moved a step closer to a 100% accessible bus system with the submission last month of its 504 plan to the U.S. Department of Transportation.

The T, in its plan, committed itself to include wheel chair lifts on all future buses purchased. Under current 504 regulations, promulgated in June 1986, transit authorities are required to develop a plan for providing transportation on bus and/or paratransit for persons with disabilities. The mandated service must be designed to be accessible to persons physically unable to use traditional public bus service. Fares, service hours and service area for the accessible service are required to be comparable to that available to the general public. The regulations give transit authorities up to six years to reach full compliance.

In choosing to make its bus service fully accessible, in addition to maintaining a paratransit program, the MBTA goes well beyond the minimum federal requirement. While the Authority assembles a 100% lift equipped bus fleet, it will continue to offer call-a-lift bus service.

To formalize its commitment to an integrated accessible transportation system the T's Board of Directors appended to the final 504 submitted to UMTA plan an updated special needs policy statement. The statement, originally developed in response to an Advisory Board request for a document detailing the Authority's accessibility policies, addresses the T's short and long range plans for accessibility by mode. The policy statement includes the following commitments by the MBTA:

- o Paratransit

To expand the RIDE which currently serves 24 cities and towns to all 78 communities within the MBTA District.

- o Rapid Transit

To move toward full accessibility through appropriate vehicle

purchases, station modernization and expansion.

- o Light Rail

To pursue a comprehensive feasibility study to evaluate the possibilities for making the Green Line accessible.

- o Commuter Rail

To move toward full accessibility through modernization, expansion and vehicle purchases.

- o Trackless Trolley

Eventual accessibility through purchasing accessible vehicles as programmed replacements - interim use of 24 hour call ahead paratransit service.

- o Commuter Boat

To study the technical feasibility of providing accessibility to all persons.

The policy statement also addresses employee training, signage and announcements, marketing and consumer involvement as well as the development of standard operating procedures for escalator and elevator outages. The Authority states that the document will serve as a framework for the creation of detailed work plans on accessibility systemwide.

The MBTA has joined with 13 regional RTAs in Massachusetts to honor statewide transit access passes for disabled riders. The pass will enable holders to use participating public transit systems (including paratransit) at a reduced fare. Before the agreement, each transit district had its own eligibility criteria for services for disabled passengers and did not honor the passes of other systems. The major result of the new agreement is that disabled persons from outside the Boston area will now be able to use all MBTA bus and rail services at discount. In addition they may access MBTA paratransit service with some restrictions.

Because of the limited capacity of the RIDE the MBTA is requiring special needs passholders from outside the T District to register for the RIDE. The system will work on a 48 hour advance notice basis, with priority given to patrons within the T area. Confirmation will be issued within 24 hours of a request. At least for now RIDE service for non-District pass holders will operate only within the Downtown area and to and from Logan Airport.

The approval of several recent MBTA contracts for paratransit services demonstrates a more innovative approach to service delivery.

For the first time a contractor will be using a mix of vans, livery sedans and taxis to provide paratransit service to MBTA communities under the auspices of the RIDE Program. Thompson Taxi of Framingham signed a contract with the MBTA in June to provide paratransit service to the West satellite areas of Framingham and Natick. By matching vehicles to the needs of the passenger the new mix of vehicles Thompson will be using should prove more efficient and cost effective. The majority of RIDE patrons do not need a costly lift equipped vehicle.

Trips will be scheduled 24 hours in advance and patrons will receive immed-

to page 8

Relief At Hand

Each weekday, an average of 52,700 Boston commuters scramble aboard the MBTA commuter rail network. One hundred and sixty-nine coaches, some over 40 years old, haul passengers over 229 route miles, completing 279 one way trips each day.

For months commuters have remarked on the deteriorating conditions as more and more bodies struggle for a fixed number of seats. Some trains haul 70 standees for every 100 hearty souls who manage to find a place to sit. Relief has been promised for some time in the form of new coaches, which would allow

the T to both expand the commuter rail fleet and retire equipment which no longer operates reliably. At last, that relief appears to be at hand.

The first four of 67 new coaches from Messerschmitt-Bolkow-Blohm of West Germany arrived in Boston at the beginning of June and will be in service by late August. Delivery had been expected in October, 1986, but numerous problems, including delays from an American supplier, slowed production considerably. These cars are now arriving partially completed at a rate of four to eight per month and will travel to Enprotech in Readville to undergo final assembly. The 67 coaches will cost a total of \$23,324,420 delivered, and are all expected to be in service by Spring, 1988.

An additional 40 commuter rail cars are on order from Bombardier of Boucherville, Quebec. Initial delivery of these coaches is expected in November, 1987. All are expected to be on Authority property by the end of December and are scheduled to be in operation by February of next year.

One hundred and seven new coaches means considerable relief for regular users of the system. The MBTA estimates that 50 new coaches are needed just to provide a "reasonable" level of standees given current ridership: no more than ten passengers standing per car. The reopening of the Needham branch this fall will also require an additional 12 coaches (and three locomotives) to serve the 2,600 passengers expected to use the line each weekday. In addition, the T is expected to reopen service to Providence in January, 1988, placing further demands on the fleet. Two coaches (and one locomotive) will also provide hourly service to the Midlands branch whose reopening has recently been announced for Fall 1987.

The T is planning to retire 12 steam coaches and ten to twelve RDC coaches now in operation once the new coaches are ready for service. Commuter rail officials point out that more than half the delays experienced by riders in winter can be attributed to mechanical failures which occur when older equipment is run in the cold.



enjoying a late lunch hour - all were riding the Orange Line elevated on its last day of service.

Cameras were everywhere; advice on good shots passed freely among those on the platforms hoping to capture a piece of the past. Strangers brought to life forgotten neighborhoods and patterns, exchanging recollections of schools and soda shoppes and corner stores that had long since disappeared.

It was a fitting way to say goodbye.

Celebrate: The Past - The Future

The Orange Line's reputation as cold and unsafe was shelved for a day as people smiled and freely exchanged small talk. Stations named Dudley, Eggleston, Northampton, Dover, Green Street and Forest Hills stood in a time warp. It



was Thursday, April 30th and a gray sky was overhead, but nothing dampened the spirits of those out to enjoy a bit of nostalgia. There was a Norman Rockwell feeling to the scene: gray haired couples with dusty cameras, young matrons trailed by children of building block heights, lighthearted office workers



Saturday dawned like a fall day misplaced in May, bright and crystal clear. By mid morning a gentle warmth prevailed. Sun and shadows played tag through the angled glass roof of Forest Hills station with the smiles of dignitaries gathered for the grand opening. Even a lengthy menu of speeches couldn't dampen the spirits of the assemblage decked out in pinstriped and wingtipped finery. Banners, balloons and official good cheer squeezed into the inaugural train as it departed for the first run to Back Bay. A festive reception at the

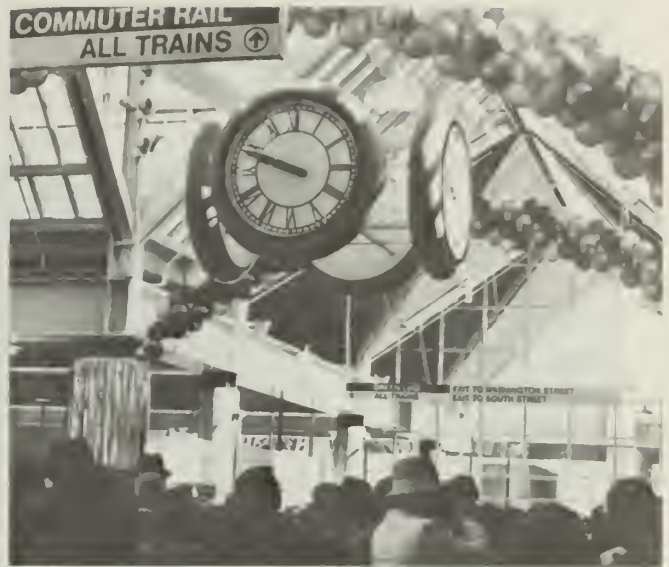


Skywalk in the Prudential Tower topped off the official ceremonies.

As officials enjoyed the Skywalk, neighborhood stations began to come alive with bands and local color as "open house" welcomed neighbors and commuters in for a look and a free ride.



Good feelings rode the T on Saturday, May 2nd.



Damp and cool, Monday brought a multitude of questions and answers and more questions. An efficient, well staffed and friendly T greeted commuters at both new and old Orange Line stations. What seemed like a million print-



ed schedules backed by a thousand helpful voices coaxed, pointed, prodded, helped and led bewildered commuters through the paces of new bus routes and new station regimens. Even the most cynical of MBTA observers were impressed with the size and quality of the helping effort.

A tour of each of the new rail stations and a bus trip from Ruggles to Dudley with a return trip on the 49 from



Dudley to Essex confirmed the size and consistency of the effort put out by the Authority across all the affected neighborhoods. T employees even manned the boarded entrances to closed stations in an effort to direct passengers to the appropriate service. Analysts, contract administrators, EEO/AA officers, secretaries and translators (all usually desk-bound) joined uniformed station personnel in the outreach effort over a week of transition.



The Boston Elevated Railway, as the Orange Line used to be known, opened for service to the public on June 10, 1901. Passengers could travel from Sullivan Square to Dudley Street for 5 cents, which also entitled them to a free transfer to other modes of transportation.

* * *

In 1946 Boston's subway system carried an all-time high of 433,094,952 revenue passengers. In 1986 approximately 165,900,000 people rode the MBTA.

Access from page 5

On July 15 the MBTA Board of Directors approved a contract with Transportation Management Services, Inc. (TMSI) of Cambridge to coordinate MBTA paratransit services for the South Shore. The communities of Quincy, Braintree, Weymouth and Milton are to be served under this contract with service being phased in between late August and the beginning of November.

Local vendors will be hired to provide the service with TMSI being responsible for contract negotiations, scheduling, ticket collection, payments and other general program oversight.

Also approved at the July 15th Board of Directors meeting was a service agreement between the T and Transporting the Elderly and Handicapped in Massachusetts, Incorporated (THEM, INC.) for providing service to the core area. Key features of this new contract include the implementation of a 24-hour advance notice trip reservation system by August 1, 1987; extended Saturday and Sunday service effective August 1; and the addition of two daily and one evening van to the weekday vehicle requirement in order to decrease the rate of trip requests unable to be served. In addition, the Authority is proceeding with development of a plan which would result in a competitive process for some or all of the core area RIDE services prior to the beginning of FY 1989.

Ad from page 1

other type of space which was formerly filled by tobacco advertisers, the subway clocks, has been sold to WBZ TV for 12 months.

Staff has observed a significant decline in interior bus advertising over the past year, which questions CMC's aggressiveness in generating maximum revenue. Although the T maintains that there has not been a change in revenue, no figures were readily available to back their assertion up. Similar observations were made on commuter rail. When the T was pressed to name a commercial advertiser on commuter rail a lone airline was named.

When asked to calculate a reasonable estimate of revenue lost by the restriction of advertising on the exterior of new buses and LRVs, the T was reluctant to come up with a figure. According to the T, advertising losses would depend on a variety of factors such as the mix of old vs. new vehicles deployed and the overall marketing value of cleaner, more attractive vehicles. However, the T did estimate that exterior advertising on a bus generates on average \$350 per month. Given that the T, by contract with CMC, is entitled to 58.5% of gross billings (less a few minor deductions), this represents roughly \$900,000 per year. The 380 new GMC buses account for roughly 33% of the total bus fleet, and the new Green Line LRVs, totalling 100 with the arrival of the second 50 this August, represent 47% of the total fleet.

Just as it is difficult to pin down revenue loss projections on equipment, it is similarly challenging to ascertain from the T what type of advertising revenue might be generated in the new stations. CMC has apparently been requested to prepare a projection. Like the "new" Red Line stations, the seven new Southwest Corridor stations still await a decision on advertising. According to Gens, an advertising scheme for the new stations has been developed and is ready for review by the MBTA's Board of Director's subcommittee on marketing. He expects to see advertising in these new stations by this Fall.

Tentative plans for each new station include 16 two-sheet panels (46"x60") and two six-sheet panels (60"x132"). As demand for advertising space along the Southwest Corridor grows, the number of advertising panels in the larger stations may be increased.

The slow speed of decision-making on advertising issues matches the Authority's apparent lethargy in monitoring and auditing CMC's contractual performance. A semi-annual audit is called for under the contract to determine what revenues CMC owes the T above and beyond the required minimum monthly payments of \$83.3 thousand. Seven months after the first half of the year, the T is still waiting for audited figures which should award the T significant additional revenue - and helpful insight on actual performance.

Panel from page 3

Dialogue among the panelists and response to audience questions showed a consensus that a sophisticated fare collection system such as Washington Metro's is ideal, though costly to maintain. Metz stated that the T's current system is a step toward the more complex level of a Washington system.

The privatization issue continued to elicit controversy with disagreement over private skimming of limited transit profits, public transit failure to operate cost effectively when there's no real competition and the private sector's willingness to abandon at whim unprofitable routes which might meet significant public need.

One member of the audience elicited substantial support from the panelists and fellow Advisory Board members with a plea for control of urban growth and for the integration of transit planning and planning for development which has regional effects.

Disagreement also emerged over comparisons of costs of rail versus costs of busing as rail advocates lamented that few analyses ever take into consideration the public subsidy of highways when comparing relative costs of the modes.

Maze from page 1

Each window is merrily festooned with scribbled magic marker indicating the types of passes sold.

The station suffers from user schizophrenia: the bold new "Downtown Crossing" labels in the station are largely ignored by T employees and long-time riders, who inevitably call Washington Street station just that.

A pedestrian tunnel leads from the Orange Line section of Washington Street /Downtown Crossing to the Lechmere side of the Park Street station. It is little used by those coming in from Forest Hills and for good reason, as the hopeful "to Green Line" sign leads those without periscope vision into a blank wall. The few hearty souls who can find this tunnel probably rely on smell, not sight, to guide them.

Most downtown stations contain three maps of varying accuracy. They are a map of the line serving the station, a map of the entire subway network, and lastly a geographic map of the metro region, which also shows bus routes. A brief tour generally found the system wide maps updated but line maps and geographic maps out of date. Alewife and even Braintree did not exist on most Red Line maps and in both Washington Street/Downtown Crossing and in State Street there are maps of the Orange Line which omit the new, \$700+ million Southwest Corridor project stations. One prominently placed map at Downtown Crossing carried a 1971 date in its lower left corner.

The Bowdoin station, highly underutilized according to boarding counts, contains maps which are easily readable and up-to-date. Park Street, the busiest and oldest stop in the system, is a rider's nightmare come true. Passengers mill uncertainly under the green gas lights, trying to sort out the various cars coming and going. Stairways and booths block what few signs exist. Cars inevitably arrive at destinations other than those indicated on the walls, often with the letter preceding the destination crossed out. (What does "D" with a red slash "Riverside" mean?)



There is often a line in front of the information booth's window, but the rumbling of the trains and the design of the kiosk make intelligent conversation impossible. A request for information quickly devolves into a shouting match. Problems are eased somewhat between 3 and 11 PM, when the PA system is manned and announcements are made of arriving and departing trains.

Many questions might be answered by the T's self-help, "state of the art," light up map located just west of the information booth at Park Street. But only a Manute Bol clone could push the proper button and read the lit-up path at the same time. In addition, not all destinations are on the high-tech map, and the lights on some routes don't work.

Government Center, a visitor's mecca because of its proximity to Fanueil Hall, boasts an up-to-date subway route map but inscrutable "westbound" and "northbound" destination signs are posted along its Green Line walls. Presumably because one is already "in" at Government Center there's no reason to be so bound. In addition, "westbound" trains seem to ignore the markers hanging from the ceiling which designate the boarding areas for the different Green Line branches. Riders are at the mercy of the signs posted on the vehicles themselves, and there are frequent reports of more than one mutually exclusive destination promised for the same train.

IN THE SEPTEMBER ISSUE

- o Review of Southwest Corridor Bus Service
- o Green Line Blues
- o Song of the South: Red Line Service to Braintree and Ashmont

Editorial from page 2

Three simple examples illustrate the impact of that legislative action. First, a comparison of timetables of bus runs for Quincy Garage, current versus the Fall of 1981 (the last quarter before introduction of part-time drivers), shows an annual savings for that one MBTA garage of more than \$380,000 by use of part-time labor. Without the flexibility to use part-time help, the Authority was unable to fit scheduled runs into neat eight-hour packages for its drivers. Therefore the T ended up paying drivers for significant "down time" as well as a premium for long runs which exceeded the standard day. Use of part-time labor (in addition to full-time labor) has minimized the amount of scheduled down time and premium pay.

Quincy Garage represents 8.3% of total bus service hours delivered by the T. If the Quincy example is representative, savings system wide exceed \$4.7 million a year in wages alone. If adjusted to include the cost of fringe benefits, the savings total more than \$6.6 million at current wage rates.

A second example is the savings accrued from contracting out. Documentation reveals a projected minimum savings for FY 1988 of \$4.3 million for cleaning services alone. Through attrition and employee transfers the MBTA has gradually eliminated the in-house job of porter and competitively bid the cleaning of facilities and vehicles to outside firms. Not only have the savings mounted, but feedback from the public suggests that MBTA property and rolling stock look better.

It is important to note that the Authority has not opted to contract out work in all possible cases. Rather the T performs an analysis of the costs and benefits of contracting versus in-house work and proceeds accordingly. Two examples of work done more cost effectively in-house are rebuilding of control cases for Red Line cars and repair of electronic circuit control cards for LRVs. In addition, retrofitting new air conditioning units to the problem plagued Boeing Green Line cars was begun in-house. A current dispute over the right to assign overtime may force completion of this stalled project by a private contractor.

A third example concerns retirement benefits. MBTA retirement benefits are based on 2% of a worker's average salary over the last four years of employment times the number of years of employment. Prior to implementation of Chapter 581 overtime wages were included in the calculation of average salary. Use of overtime wages in the pension calculation coupled with assignment of overtime by strict seniority created a situation whereby senior personnel prior to retirement worked long hours to build the highest base possible for retirement pay. Consequently retirement pay was often greater than the retiree's highest salary of record.

Given that the exact contribution of the employer each year is based on actuarial calculations it is difficult to assign a specific savings to the statutory ban on use of overtime wages in pension calculations. On the other hand, it does not take a mathematician to understand the implications.

These three examples just scratch the surface of the effect of Chapter 581 on the MBTA. The MBTA is by no means a perfect system: the much publicized problem with Green Line air conditioning is but one minor illustration of the work left to be done. Nevertheless, most impartial observers agree that service is far better in 1987 than it was in 1980 and that both the taxpayer and the rider are getting more for their money today than seven years ago. Let us hope that the MBTA can continue moving forward and not be sidetracked into refighting old battles in which riders and taxpayers end up the losers.

SHORT RUNS

BLOOD...Camera-shy transit employees recently collared an Advisory Board staff member as she attempted to snap a few pix in Boston's glamorous Washington Street Concourse. Informed that this homey stretch of tile is "private property", she was escorted to a T-built plywood clubhouse and given the Third Degree. She divulged only her name, rank, serial number, and the (perhaps foolish) belief that the T is a PUBLIC agency.

* * * *

SWEAT...During track reconstruction passengers traveling southbound on the Red Line leave Kendall Station and participate in a brisk, ten minute forced march to a waiting shuttle bus parked two long city blocks away. While transferring, the enraptured passenger is given ample opportunity to view the local office parks, which constitute some of the dreariest architecture this side of Red Square. Quoth one spunky rider, "If I had wanted to walk to Boston I wouldn't have bought a token!"

TOIL...DOT's latest Section 15 data (1984) lists "0.0" under every MBTA employee count category. Of the over 400 transit agencies reporting, only the T offered service to the Bermuda Triangle.

* * * *

TEARS...Startled Orange Line commuters alighting at Essex Street one Wednesday morning this month were less than amused to find themselves in a makeshift holding pen created when the sole station exit was blocked by a wrought iron gate.

* * * *

TOKEN RESISTANCE...Passengers at Quincy Adams, on the other hand, got an unexpected gift when a T official, spotting a long line in front of the one operating token booth, opened the collector's gate and waved through approximately 75 passengers. This largesse cost the Authority over \$90 in token revenue.

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THE ADVISOR

NEWSLETTER OF THE MASSACHUSETTS BAY TRANSPORTATION AUTHORITY ADVISORY BOARD

October 1987 Volume 4 Number 3

Crush Hour on the Braintree Branch

According to Advisory Board staff, half of the eight Boston-bound trains which pass through North Quincy Station every hour during the morning rush are so full that as many as 10 to 40 passengers are left standing on the platform. For six mornings in September, the board monitored service to the South Shore as part of a broader study of T performance. The monitors observed that between 7:45 and 8:15 a.m. it is nearly impossible to board a Boston train at North Quincy; only two of 30 trains ran with less than crush load.

Although the T has six extra Braintree trains to be dispatched for stranded commuters, on two different mornings the staff counted 70% of the trains unable to board all passengers. Trains are scheduled to pass through North Quincy 8 1/2 minutes apart, but observers recorded headways of less than two minutes and at least 15 on any given morning. One train per day, during the crucial 7:30 to 9:00 a.m. period, posted a headway in excess of 10 minutes. Over six days of monitoring, only five trains of 72 total had available seats when they reached North Quincy, and these five all followed a preceding train by less than four minutes.

Afternoon rush hour conditions proved worse than the morning. Of 122 outbound trains monitored over six days at South Station, only two Ashmont trains had any available seats between 4:30 and 6:00 p.m. Sixty-nine percent of Braintree trains and 36% of Ashmont trains stranded passengers on the platform. The worst back-up occurred on Thursday, September 10, from 4:30 to 5:00 p.m. when 13 minutes elapsed be-

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B Minus Service on the Green Line



According to a recent Advisory Board survey, crowded conditions, extremely variable headways and unpredictable sequencing of branch line trains plague westbound evening rush hour service on the Green Line. Inbound morning rush service on the Riverside Line ("D" branch) proved more consistent and predictable but still lacked the capacity to carry all passengers in reasonable comfort. Only a few pieces of good news came from the six day monitoring of service during September: stations proved fairly consistently clean, while fare collection and token dispensing appeared relatively problem-free for commuters.

Of the 230 trains observed passing outbound through Copley Station between 5:00 and 6:00 p.m., 63% carried full to crush loads (passengers packed into the stairwells), 29% had standees comfortably distributed throughout the train, and 8% had some empty seats.

The Boston College "B" line won the dubious distinction of providing the

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Safety Gets Shot in the Arm

Bolstered by increased funding and a mandate from top management, the MBTA's Safety Department is well on its way to becoming a productive, prevention-oriented operation. According to Barbara Benders, Manager of the Safety Department, the reorganization of the Department in 1985 signaled a much greater emphasis on the importance of systemwide safety. Prior to 1985, she maintains, the Safety Department, lacking human resources and a real focus, was perceived primarily as a policing entity: "I'm very proud of the Department," said Benders. "It has a long way to go, but I think we've got the resources to do it."

Prior to 1985, Safety had 11 staff members. Now the Department has 12 additional authorized positions, mostly in the areas of inspection and inspection supervision.

The Department currently consists of four interdependent, interdisciplinary units charged with identifying all safety hazards within the system: Administrative Support; Facilities, Structures and Rights-of-Way (including Fire Prevention and Construction Safety); Vehicle/Passenger Safety; and Occupational Safety and Health. The Department must also assign safety responsibilities and provide the necessary funds to implement these tasks.

Specific examples of the Safety Department's efforts include conducting regular inspections and investigations of facilities, structures and rights-of-way; serving as the T's investigative arm in accident cases, including the preparation of interrogatories; and conducting evaluations of safety components on new and modified vehicles before acceptance by the Authority.

Benders stressed that the growing cooperation of other departments is central to the success of the T's safety programs. In the past, she explains, many people within the T "viewed safety as a kick in the butt. They couldn't see the benefits of it. They couldn't equate lost time to dollars." Benders feels the key is to enlist people in the

T's safety goals and simultaneously engage in achieving these goals. Of course, additional staff resources within the Safety Department have helped to make this cooperative spirit more of a reality.

Benders also perceives the development of the Safety Coordinator Program in late 1984 as instrumental in achieving a more positive attitude toward safety. Coordinators hold monthly meetings with 69 staff people--mostly foremen representing all shifts within the operating departments. These sessions provide critical information to ensure that safety procedures are being followed and enforced. The T plans to extend this program to the non-operating departments in the near future

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In Memoriam

Lester Gaynor, a long time member of the Advisory Board from Westwood, died October 5th.

An active member of both the Commuter Rail Committee and the Revenue Review Committee, Lester was known for his strong advocacy against parking fees at the Route 128 Station. In recent years he carefully monitored MBTA plans for development of that station, expressing his concerns as a professional engineer about potential negative impact on the environment in addition to his ongoing concern about parking fees at the site.

Lester's keen mind and generosity of spirit will be sorely missed by Advisory Board members and staff.

THE ADVISOR

The Advisor is produced and published by the staff of the MBTA Advisory Board which represents seventy-eight Mayors and Boards of Selectmen.

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Green Line from page 1

most uncomfortable ride and variable service on the Green Line. Seventy-one percent of "B" trains passing through Copley between 5:00 and 6:00 p.m. carried full to crush loads. Only three cars in five days had any empty seats. In addition 84% of "B" trains were Boeing LRVs whose recently retrofitted air conditioning systems run 10 to 15 degrees warmer than the new Japanese Type 7 cars when fully loaded. Boston College headways averaged 4.8 minutes but ranged from 17 minutes to zero (back to back trains). Capacity, measured by the number of cars not the number of trains, varied from 16 to 24 cars during the hour, a difference of more than one thousand spaces (seats plus standing room) for commuters.

The Cleveland Circle line and the Riverside line displayed just slightly better conditions than the "B" line. Sixty-four and 51% of trains respectively ran full to crush loads, and on average only one train per line each night had any seats between 5:00 and 6:00 p.m. Average headways clocked reasonably at 5.7 minutes for the "C" line and 4.9 minutes for the "D", but variability ranged from zero to 20 minutes. According to the MBTA, during the evening rush two-car trains are scheduled at six minute intervals on the "B" and "D" lines and at seven minute intervals on the "C" line. The Arborway has one-car trains scheduled at six minute intervals. In addition six one-car, run-as-directed trains are available to supplement Green Line service where needed.

Green Line PM Observations
(Sept. 1987 - Copley)

Line	Mean Headway (Min.)	Range of Headways (Min.)	Covariance Of Headway (%)	% Type 7 Cars
B	4.8	0 - 17	72.9	16
C	5.7	0 - 20	80.7	8
D	4.9	0 - 15	75.8	80
E	6.2	1 - 14	51.7	95

The Arborway provided the most predictable service with consistent capacity delivered over the five study evenings and a more tolerable level of variance in headways. In addition 95%

of the "E" cars were the newer, more comfortable Type 7s. Nonetheless, 68% of Arborway cars traveled with full to crush loads and only two of 50 cars had any available seats.

When questioned by the Advisory Board, commuters expressed frustration at the random sequencing of trains on the various branch lines. Each rider questioned felt the other branches received more frequent service than his/her own. The accompanying chart illustrates the sequencing of Green Line trains at Copley on September 11th and 16th from 5:00 to 5:15 p.m. These 15 minute intervals proved typically random. No one branch consistently stood out with inordinately bunched arrivals, but on September 16th no "C" trains passed during those 15 minutes.

Green Line
Sequence of Trains
(5:00-5:15 p.m. at Copley)

Sept. 11	B	C	B	D	B	D	E	C	D	C	C	
Sept. 16	E	B	B	D	E	D	B	B	E	D	B	D

The number one problem of overcrowding should be substantially reduced by the acquisition of additional equipment. The first two of a second group of 50 new Type 7 cars had arrived at the T by October 7th; all 50 should be in service by late spring 1988. The Authority is considering dispatching three instead of two-car trains to increase capacity within the overcrowded Central Subway (Kenmore to Government Center). Observed time between trains in this zone was just 1.3 minutes during the evening rush.

Additional observations made about Green Line service during the Advisory Board study suggest a checkered performance pattern. On the positive side, the staff found skillful and swift handling of breakdowns by motormen and supervisory personnel; consistently clean and graffiti-free trains; and the difference that a pleasant, skilled operator can make when things go wrong on an outbound train packed with tired hot commuters. On the negative side, they found a failure of most inbound operators to announce stops, and the excruciating discomfort of being jammed into a LRV stairwell.

View from Brookline Village

Rush hour commuters boarding the Riverside line at Brookline Village between 7:30 and 9:00 a.m. confront service of a widely varying nature. According to a six-day study by the Advisory Board staff, intervals between trains averaged just under the scheduled five minutes with moderate variability. Nonetheless capacity fell far below passenger demand, and 25% of trains which stopped left people on the platform while 9% of trains were too full to board anyone. One in three trains left Brookline Village with a crush load and only one train a morning had any seats between 8:00 and 9:00 a.m. In addition, 47% of crush-loaded trains observed were the less well ventilated Boeing cars, making the morning commute more uncomfortable during warm days of early September.

Most frustrating to commuters who traditionally board at Brookline Village is the unpredictability of the morning rush hour peak. On September 10th, the best day observed, the flow of service matched commuter need fairly well, with four trains having seats and four trains leaving a few people on the platform. No trains passed without stopping and most riders found at least comfortable standing room. By contrast, on September 15th between 8:00 and 8:18 a.m. three packed trains passed without stopping, causing a platform backup that was not cleared until 8:45 a.m. On other days, 15 to 20 minute peaks of overcrowding were observed, but the timing of the peak varied substantially each day.

Unless a Brookline commuter can switch to off-peak travel hours, perseverance - until additional cars are added to the line - may be his/her only recourse.

T Faces Rise in FY87 Absences

Figures from MBTA absence reports show that total employee hours missed increased 9% in FY87 to 1.2 million. Broken down into six month intervals, however, figures indicate some gains in control of absentee hours during the second half of the fiscal year.

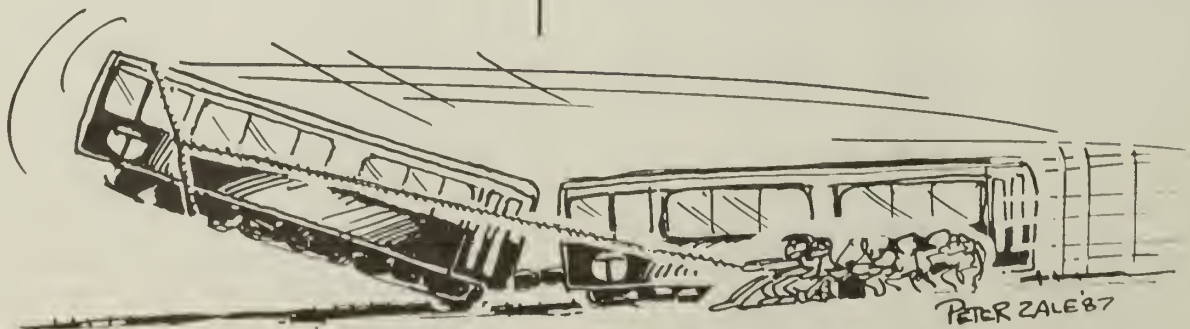
Eighty percent of absences at the T are attributable to use of sick days or time-off from industrial accidents. Suspensions, bereavement leave, jury duty, etc. make up the remaining 20%.

Absence Days Per Employee

Department	Industrial Accident	
	FY87	FY86
Transportation	9	8.9
Light Rail	0.5	0.6
Heavy Rail	5.3	5.3
Automotive	6	5.6
Eng. & Mainten.	2.3	1.5
	---	---
Total	6.9	6.5

Department	Sick Leave	
	FY87	FY86
Transportation	10.8	11.8
Light Rail	3.4	2.5
Heavy Rail	8.5	9.4
Automotive	4.4	4.0
Eng. & Mainten.	3.9	3.6
	---	---
Total	8.5	9.0

As the accompanying chart shows, sick and industrial accident days lost per employee in the different operating departments of the MBTA vary significantly. At the extremes, Transportation





Newton Centre Station Public/Private Partnership Celebrated. Above: Mario Boccabella, Mayor Theodore Mann, T General Manager James O'Leary; Newton elected officials. At right: A New Beginning!



employees (drivers, guards, collectors, inspectors) averaged 19.8 days of absences per year from illness or accident, while Light Rail Maintenance workers lost only 3.9 days.

The Transportation Department, which accounted for 64% of all absences in FY87, saw a 19% drop in use of sick days per employee and a 7% drop in time off from industrial accidents between the first and second halves of FY87. The drop is attributed both to an increase in the number of employees and tightened controls on abuse of sick leave. Nevertheless, days lost to industrial accident continue to increase among Surface Line employees within the department. Lack of available manpower figures, broken down by divisions within Transportation (Surface, Red Line, Blue Line, etc.), raises concern that continuing increases in per employee absences in some divisions are being masked by substantial decreases in others.

T management also needs to give special scrutiny to short term (less than seven days) time-off from alleged industrial accidents.

Timely Drop

Overtime hours at the MBTA declined 25.4% during FY87, dipping to the lowest level since 1983. As a consequence, overtime expense dropped 22% during the same period, accounting for 4.1% of total wage expense as compared to 5.5% in FY86.

A 35% decline in the use of overtime by the Transportation Department, which employs approximately half of the T's operating personnel, accounts for much of the system's drop in overtime. The improvement in the overtime performance of Transportation is attributed both to the hiring of more employees and to the instituting of a program which places accountability for overtime use at the frontline supervisor level.

The MBTA Police Department which in FY86 lead all departments in percentage of total wages paid in overtime (26%) also realized a significant drop with expense declining to 17% of departmental wages. This was accomplished without increasing personnel.

The high priority the T has placed on control and management of overtime in FY87 produced significant results but there is more work to be done and the effort must continue.

Braintree from page 1

tween Braintree-bound trains. At 4:47 a train arrived so full that only a handful of commuters managed to push aboard while an estimated 75 still waited. Eight minutes later another packed train arrived to strand 20 to 30 commuters.

The evening commute from South Station seemed to follow a more set pattern than the morning rush at North Quincy. Trains traveled full between 4:30 and 4:55 p.m. but did not strand passengers. By 4:55 the South Station platform grew steadily more crowded and trains began to leave commuters behind. From 4:55 to 5:45 trains on both the Ashmont and Braintree lines ran over capacity. Of the 85 trains monitored, 51 (60%) could not board all passengers. Only 34 trains managed to pick all riders and 79% of these were on the Ashmont line. By 6:00 p.m., however, the crush dwindled and all passengers could at least find standing room.

Despite scheduled headways of 8 1/2 minutes and additional discretionary trains, on all six days three trains between 4:30 and 6:00 p.m. ran 10 to 18 minutes apart, causing uncomfortable crowding on the trains and platform.

During three days of their monitoring period, staff members also observed other conditions at four stops on the Braintree line. They found an average of one in three passreaders broken and one in four turnstiles inoperative. These malfunctions did not inconvenience passengers nearly as much as long lines (50 people) at Quincy/Adams to purchase tokens. With two windows in service, commuters one Monday morning still had to wait 15 to 20 minutes. In order to exit from Quincy/Adams and Braintree, passengers also had to deposit a token, thus creating lines on the other side of the collector's booth.

Tours of the parking facilities at South Shore stations underscored how inadequate the lots are to handle demand. Braintree parking, which holds 1,137 cars, filled as early as 7 or 7:30 a.m. North Quincy and Wollaston lots also filled up early. Although our survey found a few free isolated spaces at the Quincy/Adams lot (capacity 2,077)

at mid-morning, there are reports that the "full" sign is often out by 8:10 a.m.

Although the Quincy/Adams station backs up to a residential neighborhood, the facility is nearly impossible to approach except by car, putting further strain on the parking lot. In addition commuters must put up with a traffic flow problem. To prevent illegal entry into the lot through an unguarded "exit," an MBTA policeman blocks the opening with his car. He leaves at mid-morning and places cones and sawhorses across the exit. Thus anyone leaving the lot before rush hour cannot exit onto the Expressway but must drive through the entrance and travel north on the Burgin Parkway.

The staff found a few spaces free at Quincy Center, but its location in an older business district makes access by car difficult. On one morning observers found the lot filled by 9 a.m. The Quincy parking center, however, appeared in much better repair during September than it had in August when it was littered and unpleasant smelling. A fresh coat of paint and a number of conveniently placed trash barrels brought simple if much-needed repairs.

Due to the refurbishing of terminal and tracks, conditions at South Station were found inconvenient for commuters, who must pick their way through heavy traffic and construction to enter the station. Platform conditions were crowded and on warm days uncomfortably hotter than those at street level.

It is clear that the T management has a large over-crowding problem to solve. The introduction of six-car service, scheduled to begin in late spring of 1988 along the Red Line, should ease congestion during rush hours, but the T must work harder to match passenger peaks with available capacity. Lags of 12 to 16 minutes between trains must be eliminated when passenger load is greatest. The T also needs to increase feeder bus service to stations and to provide additional parking capacity to ease conditions in congested lots. Adherence to schedules and aggressive promotion of new bus lines are essential if such service is to work.

The most effective action passengers can take is to rearrange their schedules to avoid the worst parts of peak crush times. Riders with any flexibility are warned to avoid Braintree station between 7:00 and 7:50; North Quincy from 7:45 to 8:15. Lucky Red Line riders traveling during this time may catch one of the six "run as directed" (run at the discretion of the dispatcher) trains, but there is no way of knowing when they will be put into service each day. Commuters who can start their day a little later are strongly advised to do so, but this option is not viable for those who rely on their car to get to the stations. For commuters who drive, earlier is better.

The easiest thing for a regular Red Line rider to do to improve his or her homebound commute is to delay leaving the central city until 5:30 at the earliest. The only other option offered Red Line users is to board the trains further north, at Washington or Park. More people get on and off at these two stations because they are transfer points and therefore offer a better chance of finding space. Once aboard a Braintree-bound train, passengers who make their way to the middle have more room than those trapped near the doors.

Safety from page 2

The Safety Department is also focusing a good deal of attention on the development of a computerized data base. To date, every bus operator's accident history over the past 30 years has been entered by type, route, and rating station. Prior to January 1987 all data was generated manually, a factor which has severely limited the department's ability to pinpoint problem areas, follow trends and develop a complete picture of systemwide safety issues.

By the beginning of next year the Department will be able to generate information concerning any passenger incident or accident occurring since January 1987 by line and by station. It will also be able to track industrial accidents by department. The Safety Department receives Transportation's logs daily in order to categorize and enter these statistics. Once the full automation is completed, Benders plans to establish quantifiable, measurable goals, such as reduction of light rail accidents by a given percentage.



SHORT RUNS

SIGN OF THE TIMES...Standing before a systemwide map at Park Street Station recently, two tourists trying to find their way back to the South Shore were overheard to say, "I could have sworn we boarded at a station called Braintree, but there's no Braintree according to this map!"

* * *

A NOVEL APPROACH...Bookworms delight in the Porter Square Station book exchange doing "Swift" business on the mezzanine level.

* * *

ON A CLEAR DAY YOU CAN SEE NOTHING...So claim disgruntled commuter rail riders, impatient over the increasingly long wait for new vehicles and often stuck on the quaint vehicles with non-see-through windows leased from New Jersey Transit.

THE PAUSE THAT REFRESHES...On September 8th at 6:00 p.m. a motorman bounded from his two-car Boston College train, stacked up a Copley Station, to buy a bag of Orville Redenbacher's best.

* * *

NEW MATH...Although by statute an agency has 10 days to respond to a request for public records, it recently took three months, two days, and an order from the Secretary of State to pry copies of executive session minutes from the T Board of Directors.

* * *

ARLINGTON STREET UNDER - WATER, THAT IS...A clever entrepreneur could make a fortune renting chest-high waders at the Arlington Street (east) entrance to the Green Line which continues to be inundated by water of unknown origin.

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Performance Erratic

Individual rides vary from route to route (and sometimes even from day to day on the same trip) yet T sponsored commuter rail service seems to have turned a corner. That is the conclusion of an Advisory Board staff study of rush hour commuter rail service to/from Back Bay and South Stations during December. Prompted by complaints from the Board and the riding public, staff members examined on-time performance, crowding, physical conditions of cars and stations, and general quality of ride. Significant improvement was noted in the physical condition of rolling stock and of South Station, and crowding on trains was diminished, though not eliminated. However, erratic on-time performance continued, some of it related to an early and cold winter.

Of the 37 southside evening rush hour trains surveyed by the Advisory Board, only six (16%) failed to depart within five minutes of schedule. Of those six trains, only two departed more than ten minutes behind schedule. MBTA Commuter Rail Directorate statistics for December 5 through 25 show 84% of the 1,244 southside trains run arrived at their final destination within five minutes of schedule. While an 84% on-time performance is not an acceptable standard and is well below FY87 actuals, it is an improvement over late October's performance when on-time dropped to 74% for southside service.

Only six of the 37 PM outbound trains evidenced crowding with a significant number of standees. This is in sharp contrast to earlier reports from riders. The addition of new coaches during December appears to have had the desired effect. Of particular concern, though, for those who still must stand are the lack of grab bars to hold in both the old steam coaches and the new Bombardier cars.

From the vantage point of South Station and Back Bay platforms, the Franklin and Attleboro

to page 4

Complaints, Complaints!

"The number of complaints is small in relation to the number of people served," explains Vermelle Parks, Manager of the MBTA's Customer Relations Department, in reviewing consumer comments logged by her staff. Parks' department oversees the T's complaint line and is also responsible for compiling statistics on all forms of complaints concerning T service or personnel. Her department handles approximately 100 complaints and commendations weekly. Three staff people cover three phone lines (722-5215) Monday through Friday from 8:30 a.m. to 4:30 p.m.

Parks sees her department as being a vehicle of two way communication between the customer and management. Complaints give the T feedback on its performance and pinpoint problems. She also feels her mandate is to be an advocate for passengers. All complaints are treated as important; each caller or writer receives the same attention. Complaints are treated as confidential.

A phone call or letter triggers the process. The complaint is logged in code both manually and on the computer. An additional form giving the details of the complaint is forwarded to the appropriate superintendent who is responsible for investigating and responding within two weeks.

This response passes through the Coordinator for Transportation Customer Services before returning to the Customer Relations Department. While a complaint is being investigated, acknowledgement is sent to the complainant with promise of full response to follow. The T's target turnaround time for responding to comments is six to eight weeks. Shortage of staff, according to Parks, prevents reaching the target consistently.

A superintendent's response is reviewed by the Customer Relations Manager and incorporated into a letter to the complainant. In addition a the

to page 6

Duvall Puts CR on Track

The number one challenge commuter rail faced in 1987 was overcrowding, confirmed Ralph Duvall, Director of Railroad Operations for the MBTA, in a recent discussion.

The best news is that sardine-can conditions aboard the trains should continue to improve thanks to the on-going delivery of 107 new coaches. As of January 1, all 40 coaches ordered from Bombardier of Quebec were in service and deployed, according to the T, on those runs which showed the severest capacity problems. The Bombardier coaches are identified by their unique 3-2 seating pattern which provides about 25% more seats (127 as compared to 95) than other models.

Together with the 27 new MBB coaches which had arrived by year's end these vehicles account for an addition of 7,645 seats to commuter rail during calendar year 1987. Over 2,700 more seats will be added in the first half of 1988.

Looking ahead, Duvall agrees that parking will be the critical issue of 1988. He has made it a top priority for his department.

Increasing and upgrading maintenance facilities for the commuter rail fleet is also high on his 1988 agenda. For years Northside riders have been serviced by older equipment because the 100 year old Boston Engine Terminal (BET), rail's only maintenance facility, is located north of the city. Equipment that is prone to breakdown is deployed where it can be easily moved into the shop for work. Track access between the northside and the southside is circuitous, inhibiting quick repair jobs for trains currently assigned to the south. The advertising for bids for a new BET as well as a service and inspection station on the southside awaits passage of the Transportation Bond Bill, pending before Senate Ways and Means Committee as we go to press. Money in the bill would also allow Duvall to contract for an additional 40 regular coaches and 40 to 60 bi-level coaches which could seat up to 178 each. From bid to design to build to test to placement in service could take up to three years for the bilevel coaches. The long lead time

involved in such an order necessitates planning well ahead of actual need.

MBTA Railroad Operations staff monitor Amtrak performance by riding the rails, checking the physical condition of trains, tracks and other facilities. In addition, service rendered to the commuter is also monitored - everything from courteousness of the employees to the on-time performance of each and every run. Duvall meets bi-weekly with Amtrak officials to work out problems and bring his concerns to their attention personally. Duvall, whose style is to be actively involved in all aspects of the service under his management, has also been known to man complaint calls when problems mushroom. According to Duvall most passengers who call are seeking relief from overcrowding on trains. A smaller but significant number want to register complaint a concerning employee conduct or the lack of available parking at a particular station.

Duvall looks forward to the coming year with the restoration of commuter rail service to Providence and the extension of the Franklin line to Forge Park near Route 495. The Spring opening of the South Station headhouse, and the expected Fall completion of South Station track work are other events the commuter rail chief eagerly anticipates. Meanwhile, as passenger demand soars, Duvall concentrates on moving train patrons one trip at a time and hoping that Spring comes early and treats the system more kindly than the present cold winter has.

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Henry Hersey and wife Dorothy talk with SEPTA official and former Chief of MBTA Railroad Operations, Gene Skopowski, at ceremonies inaugurating new Needham Line service (October 1987)

Hersey Leaves Board

In November Henry Hersey stepped down from the MBTA Advisory Board after 24 years of service on behalf of the town of Needham. Long identified as a tireless advocate for commuter rail, Hersey, 85, witnessed the re-opening of rail service to Needham several weeks before his departure. The re-opening ended an eight year hiatus in service resulting from construction of the Southwest Corridor and a \$25 million facelift for Needham track and facilities.

In honor of Hersey's many contributions to commuter rail the Needham station on Great Plain Avenue, formerly Bird's Hill Station, was renamed Hersey. A large bronze plaque noting hersey's contributions stands on the platform.

Hersey's active involvement in transit did not come until his retirement from professional life. For 38 years he worked for Aetna Insurance of Hartford, retiring in 1962 as manager of Aetna's Boston branch. As Chairman of the Needham Board of Selectman, Hersey automatically became a charter member of the Advisory Board when it was created in 1964.

For 24 consecutive years Hersey served on the Board's Executive Committee. In addition he held the posts of Vice-Chairman of the Board,

Chairman of the Commuter Rail and Personnel Committees and Vice Chairman of the Budget Committee.

A treasury of anecdotes and facts on transit in Metropolitan Boston over the last 25 years, Hersey tells of petitions unfurled down the steps of the State House and of lobbying trips to Washington. He can reel off the name and background of most everyone who has been involved in major decisions on transit in the Boston area during those years and give a rundown on what role they played.

Though his investment of time and energy has been extraordinary, Hersey appears content to leave the transit advocate job to others. He confides faith in the ability of Advisory Board members and adds grinning, "[MBTA General Manager] Jim O'Leary has shown good sense. He knows commuter rail is important."

Commenting on the problems facing transit, Hersey pinpoints lack of parking as the key issue. In fact, he himself has traveled the length of the Needham Line and the Green Line without finding a spot.

Though he is retiring from active duty, it is clear Hersey has not taken to the proverbial rocking chair. In May he remarried after spending several years as a widower. In November, Henry and his wife Dorothy set up housekeeping in Westborough where, it is claimed, he is busy plotting how to get commuter rail to Worcester and surrounding communities.

Board Elects Officers

At its Annual Meeting on January 28th the MBTA Advisory Board elected the following officers for 1988:

Chairman	Eugene Brune
Vice Chairman	Richard Leary
Vice Chairman	James Milano
Clerk	John Weaver

Budget up 7% for FY89

An MBTA budget for FY89 of \$576 million was approved by the Advisory Board at its December meeting. The Board action cut \$12.5 million from the Authority's request and put before the T's Board of Directors the choice of raising commuter rail fares in January 1989 or cutting service.

The budget as approved allows a 7.1% increase in T expense over current levels. The increase must cover as yet unsettled collective bargaining agreements with T unions; a 5.4% increase in T delivered service miles; and major increases in the contracted services of commuter rail, commuter boat, and the RIDE.

The Advisory Board Finance Committee reviewed the budget and stated in its written report that "While strongly supporting a high level of service to meet the transportation needs of Greater Boston, the Committee is determined to spare the MBTA communities and the State unreasonable or unjustified expense." It went on to conclude that an MBTA strategy for increasing the share of T costs covered by fares is long overdue.

The final budget passed by unanimous vote and becomes effective July 1, 1988

Erratic *from page 1*

PM outbound service set the standard with good equipment, fairly consistent on-time departures, and a matching of capacity and demand. Though looking good from the platform, Franklin trains registered an overall unacceptable on-time performance of between 64% and 76% from late October through December, according to MBTA statistics. A thorough investigation by the T pinpointed the problem as an inefficient computer-generated track assignment for Franklin trains which caused ripple effect delays for Franklin when trains from other lines were even a few minutes late. Ralph Duvall, MBTA Chief of Railroad Operations, claims that reassignment of tracks in early January has addressed the problem. T statistics for the period since the change show a 13 percentage point improvement in on-time

performance, a better, but still not acceptable level of performance.

Advisory Board field observations note that the new Needham line was (and is) heavily patronized and in need of additional cars. Though few seats are available by the time trains leave Needham, riders do have the good fortune of having all new equipment on their line.

Of trains observed by staff during December, Framingham trains present the worst picture. Overcrowding, deplorable vehicle conditions, and variable on-time departures plagued the line. On three occasions, two with temperature below 20 degrees F, cars in which observers rode were unheated. On two other night-time trips, electricity failed and passengers were in total darkness for an extended period of time. One stretch of darkness included a ten minute wait in the tunnel west of Back Bay station without emergency lighting or indirect light from outside the train. One Friday night departure from South Station was an hour late in leaving and several evening outbound trains were 15 to 20 minutes behind schedule in picking up at Back Bay. The one AM inbound train ridden into South Station sat for 15 minutes between Back Bay and South Station. Passengers indicated that such a delay outside South Station while not a daily occurrence was not a rare event.

The replacement on December 21st of five 50 year old steam coaches which had been used on the 7:30 a.m. inbound and the 5:30 p.m. outbound trains brought a dramatic change in the quality of ride to the Framingham line in the last days of Advisory Board observation, but it is unclear what role it played in the improvement of on-time performance.

Staff also rode the restored "Midlands Branch" Fairmont/Readville shuttle. With its short 17 minute end-to-end trip time and departures every half hour, the shuttle is not a typical rail line. Evidence from 17 trips indicates that this line operates a large majority of its peak service well under capacity. No trip surveyed carried standees, and only five (29%) operated with half or more of its seats filled.

The apparent lessening of overcrowding on all southside lines can be attributed to the long

awaited arrival of new coaches. As of January 1st, commuter rail had received 40 coaches from Bombardier of Quebec (identified by their 3-2 seating) and 27 of 67 cars on order from MBB of West Germany. The remaining 40 coaches should continue to arrive in small lots during the next six months. Although the Authority plans to retire some coaches this Spring, by summer the fleet will have increased from 152 to 248 cars.

Platform conditions at South Station, which is in the midst of a multi-year refurbishing, have been significantly improved by the mid-December extension of tracks one through six back to their permanent alignment. In addition, the installation of more speakers for the PA system, dramatic improvement in the announcement regimen, and the use of signboards at the head of most tracks has brought order and control to what at times had been chaos. The virtual daily presence of Ralph Duvall on the South Station platform during the evening rush has no doubt also had a positive effect.

Back Bay patrons voiced a number of complaints during the study period: poor platform ventilation; failure to receive T leaflets announcing changes or explaining disruptions; and persistent announcements of trains as "approaching" when they actually pull in 20 minutes later. Short term relief for platform/tunnel ventilation should be in place, according to the T, by early February. A long term solution is several years away and includes negotiations and settlement of legal issues between the T and the developers of Copley Place. Official policy is that information is to be distributed at

Back Bay as well as South Station and trains are not to be announced until they are approaching the station. Duvall has stated that he will continue to monitor these issues at Back Bay to ensure good service for patrons of that station.

Two areas of on-board communication to passengers identified as in need of improvement are explanations to riders for extended delays and use of the PA system to announce stations. Though all the new coaches and a majority of the other cars have working PA systems, conductors seem reluctant to forego the age-old practice of yelling out the name the station by car. Unfortunately, with crowded conditions and their numerous ticketing duties, conductors miss some cars. Meanwhile the address systems gather dust. Concerning explanations of delays, it is official policy that explanations to passengers are to be announced when delays exceed five minutes. Few, if any, passengers questioned had ever received an explanation unless he/she sought out a conductor.

The final issue raised by the Board's field observations was the lack of adequate parking at many commuter rail stations. For example, the Needham line, open for less than two months at the time, had no parking left at any of its four Needham stations at 8:00 a.m. when staff first tried to ride the line. Framingham and Natick riders expressed frustration with their line's lack of parking for even 6:30 a.m. and 7:30 a.m. trains. Patrons of other southside lines do not fare much better. Adequate parking must be developed and maintained if commuter rail is to meet the needs of its growing southside ridership.

Southside Commuter Rail On-Time Performance September 12 to January 22

(percent)

	9/12	9/26	10/10	10/24	11/7	11/21	12/3	12/26	1/9
	9/29	10/9	10/23	11/6	11/20	12/4	12/25	1/8	1/22
Attleboro	83.4	78.8	87.6	79.4	81.5	84.1	89.0	77.0	82.3
Framingham	73.1	82.4	79.0	76.9	85.7	84.6	80.0	71.3	85.6
Franklin	85.4	88.0	80.6	67.1	70.4	76.4	73.3	64.3	77.3
Stoughton	79.4	76.9	83.5	66.9	72.6	72.9	82.5	67.1	78.0
Needham			85.3	82.8	75.6	81.0	92.3	77.6	85.7
Total South	80.4	81.2	83.2	74.8	77.1	79.8	84.4	71.9	81.8
Total North	87.3	89.6	88.8	81.5	86.3	88.4	92.2	80.9	92.8

Source: MBTA Activities Reports

Complaints *from page 1*

response is documented on the original complaint form. A consultant is currently working with the department to streamline the logging/response process.

Complaints against employees are recorded in their files. An employee found to be in the wrong after an interview with his supervisor is subject to discipline at the supervisor's discretion. Often an employee will be "re-instructed"; that is, read a passage which applies to the transgression from the employee rule book. After three complaints, an employee is automatically brought before his/her supervisor for action.

Complaint Against Employee

On August 10, Jean Carney entered the Boylston Street (inbound) station, gave the collector \$5.50 and asked for nine tokens. According to her letter of complaint, she received three tokens and \$.40. Carney pointed out the error and the collector once again gave her an incorrect combination of tokens and change. According to Carney when she explained that there still was an error, the collector called her "stupid" and shouted a stream of abusive and vulgar language. The woman collector refused to provide Carney with her badge number when requested.

"Offended and very upset since I made an honest effort to correct the problem," Carney lodged a formal complaint. Approximately one month later she received an acknowledgement. Then in late October she received a full response.

In his letter to Carney the Director of Operations explained that the collector had been identified and, after an interview, found to have been at fault. She was handed a three day suspension without pay and re-instructed in the rules of courtesy as well as the Authority's requirement for accuracy in cash transactions. The employee agreed to seek further help through the T's Employee Counseling Service. In addition, another employee who was in the station at the time of the incident was re-instructed in his obligation to provide information to a customer when requested. And finally, enclosed with the letter of explanation to Ms Carney was a token to replace the \$.30 she had lost in the unfortunate



Musical art by Paul Matisse at the new Kendall Square station entitled "Pythagoras, Keppler and Galileo"

incident.

Jean Carney is satisfied that the MBTA addressed her complaint. She notes that she is generally happy with T service and that the occurrence on August 10th was an "isolated incident."

Service Suggestion

Liz Preston of Newton wrote the MBTA in early 1986 to suggest the addition of a bus to the evening schedule of Route 305. She explains that at the time there was no bus between the hours of 6:30 p.m. and 7:20 p.m. Approximately three weeks after she wrote, Preston received a letter stating that her suggestion was under advisement for possible implementation during one of the quarterly schedule changes and she would be hearing when a decision was made. In the Fall of 1986 a 7:00 p.m. bus was added to the schedule and balanced by the lengthening (by five minutes) of time between buses in the off peak hours.

Ms Preston says she is impressed with the T's responsiveness not only to her request for a schedule change, but also to complaints she has filed through the telephone complaint number.

Community Issue

Newton Alderman Polly Bryson is less enchanted

with the MBTA. For the past four years the Riverside Watchdog Committee, a neighborhood group formed to monitor improvements in the Riverside station area, has been trying to get the MBTA to clean up the car yard. Bryson, who is not at all happy with the T's progress, brought a six item docket before Newton's Public Safety Committee a little more than a year ago. The alderman called for the removal of junked trolley cars stored in the yard, the relocation of the existing Trailways Bus Terminal building, improved maintenance of the parking lot and grassy areas, improved traffic flow at the lot's entrance and within the area, and the reduction of noise pollution.

According to Bryson, though promises were made to remove the junked trolleys by early Spring of 1987, it was not until January of 1988 that the first cars were moved. In fact some cars were moved closer to the residential houses which abut Riverside. No effort has been made to improve the unsightliness of the area, claims Bryson, and neighbors are "distressed". Bryson intends to bring the matter before the Board of Alderman again within the next few months.

Complaints from a community group are handled differently than an individual complaint. Members of the T's Community Affairs and Real Estate departments appeared before Newton's

Public Safety Committee last year to explain plans for development, traffic control and the removal of scrapped trolleys. Timothy Gens, Director of Development and Public Affairs at the MBTA, notes that 14 trolleys were removed in early January. A contract to remove the remaining offending cars must be approved by the Urban Mass Transit Administration (UMTA), part of the federal Department of Transportation. Gens anticipates removal of the second group by the end of 1988.

The issue of moving the Trailways building appears stalled. According to Gens, the T had considered moving Peter Pan, the bus firm currently using the building, into the depot, but the depot was destroyed by fire last year. A decision whether to rebuild has not yet been made.

Gens claims that the T has improved internal traffic by moving the parking attendants' booths. He states further that the T is working with the City of Newton to improve traffic patterns on Grove Street and that landscaping improvements and track realignments are scheduled for the coming year. Bryson is not satisfied and is still waiting for her neighborhood's concerns to be addressed.

Complaints vary considerably from community concerns to one time incidents. Complete and accurate statistics are kept by her department according to Parks. Reports are compiled on a quarterly basis and types of complaints are tallied monthly so trends may be discerned.

The complaint number is printed on all MBTA literature and the erroneous listing in the telephone book has been corrected. It is Vermelle Parks' hope that soon, with expanded computer capacity, she will be able to respond even more quickly and completely to comments.



SHORT RUNS

CLOCKWORK ORANGE...Rumor has it that the MBTA will be importing smudgepots from Florida orange country to thaw frozen signals and disgruntled riders who have taken to bundling (in the tradition of their forebears) to keep warm while waiting for delayed trains.

LONG DAY'S JOURNEY INTO NIGHT...Worse than usual delays and overcrowding on the Northwest Extension of the Red Line have many riders wondering (out loud) whether it wouldn't be quicker to walk. A recent journey from Davis Square to Park Street (4.75 miles) took one hour and 40 minutes, for a speed of 2.86 miles/hour. At that rate Cambridge and Somerville commuters could have walked to another transit system.

SORRY, WRONG NUMBER...What are 44-33, 26-12, 44-18? Not an NFL Update, but rather some recent scheduled vs. actual Red Line rush hour throughput (trains run) figures.

THROUGH A GLASS DARKLY...Southside commuter rail riders will have to wait at least two years for installation of a train washer usable year round. Currently, trains and windows go unwashed November to April.

REMEMBRANCE OF THINGS PAST...Long-time riders of the MBTA who want to relive Orange Line trips to Everett and visits to Watertown via trolley are advised to head to Beachmont station where a system map (circa 1967) graces the wall.

THE BEAUTIFUL AND THE DAMNED...For those who can make it downtown, the State Transportation Building (home of the T) is turning into one of Boston's best kept entertainment secrets. Employees who "do lunch" in the central atrium check out travelling art exhibits and each other while listening to classical and jazz acts booked into this Massport-run piano lounge. Where's Joyce Kulhawak?

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THE ADVISOR

NEWSLETTER OF THE MASSACHUSETTS BAY TRANSPORTATION AUTHORITY ADVISORY BOARD

May 1988 Vol.5 No.2

Parking Crunch Looms

It is unclear at this time whether the MBTA has allocated adequate resources or high enough priority to expansion of parking to prevent inadequate parking facilities from becoming the critical bottleneck in an otherwise well thought out public transit response to Boston's planned Big Dig of the 1990s.

Between October 1987 and September 1988, 107 new coaches will have been added to the MBTA's commuter rail service providing an additional 5000 seats for those anxious to avoid the stress of stop and start highway traffic into Boston.

Negotiations are in progress for an additional 40 to 50 coaches to be delivered within the next 8 months, adding 4000 more seats to the T's growing commuter rail fleet and allowing the retirement of the T's oldest cars. In addition, the T is about to go out to bid for the design and construction of a fleet of bi-level trains to be in passenger service in three to four years, an estimated minimum increase of 6,600 additional seats.

Few question the need for such purchases even at a minimum cost of one million dollars per car given the decade ahead of major highway construction in and
(continued on page 7)

GOVERNMENT DOCUMENTS COLLECTION

MAY 19 1988

University of Massachusetts Depository Copy

Green Machine on Order

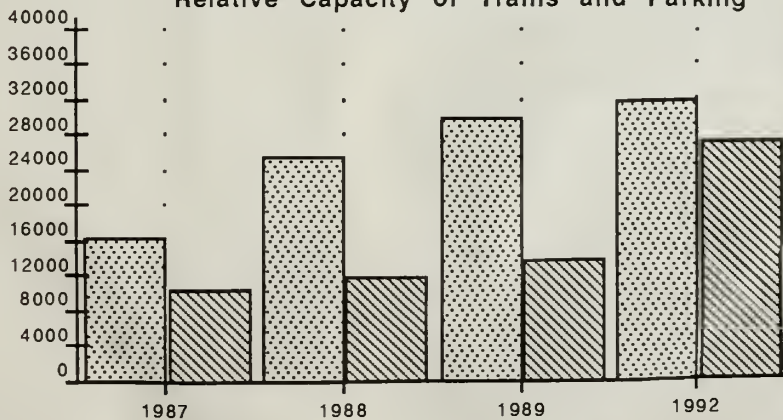
You and half of Brookline are crowded near an intersection on Beacon Street at 8:15 on a cold and breezy morning. In the last 20 minutes one train has gone by, and it has not deigned to stop because it was carrying approximately three times the number of commuters it was built for. Stamping your feet to fend off impending frostbite, you mutter to your increasingly intimate fellow commuter, "Don't those guys at the T know what's going on out here?"

Yes and no. The T's Green Line operations are monitored constantly from 45 High Street in the Financial District. There, on the third floor, in the center section of a large control room sits a Green Line dispatcher encircled by console lighted boards trying to make sense of the morning commute.

Directly before him is a console resembling a old fashioned telephone switch-board but without the plugs. As his phone rings, a button on the board lights, giving an approximation of the location of the driver or inspector calling. On top

(continued on page 7)

Relative Capacity of Trains and Parking



■ Train Seats ■ Parking Spaces

Readership Ridership

Mass transit riders across the country have always known that a good way to pass the drudgery of the daily commute is to bring along something to read, Advisory Board staff members have just completed an informal survey of the reading habits of the approximately 600,000 daily T riders.

The most surprising finding was that reading habits vary widely from day to day. One day staff members were awash in a sea of *Herald*, the next day on the same route and at the same time *Globes* were the paper of record. At certain times entire trainloads of commuters would be buried in printed matter; a week later, passengers would simply stare at each other.

Still, certain habits were identified. The places to find *The Wall Street Journal* and *The New York Times* are express buses and commuter rail. Commuter rail riders also read a wide variety of local press on their mornings. In the evenings, conversely, travelers searching for a *Herald* to read should take to the subway buses, or better yet sit behind the driver himself. Surprisingly few other tabloids are seen on the buses and trains - maybe one *Weekly World News* a month on the subway and a faithful reader of *Lawyers Weekly* has been spied on the 305 bus. Papers which are mostly home-delivered in the afternoon (*The*

Patriot Ledger, *The Tab*) seldom appear on mass transit. However, *The Boston Globe* and the Sunday edition of *The New York Times* are frequent weekday travelers.

As with many things, timing is important. Early rush hour riders (those who travel from 6 to 7:30 a.m. and 3 to 4:30 p.m.) seem to favor *The Herald* or nothing. Those who travel later in the morning rush (7:30 to 9 a.m.) seem to favor *The Globe* or a thick book. "High peak" p.m. riders (4:30 to 6 p.m.) favor *The Globe* or a magazine. After 9 a.m., those who read are far more likely to be reading something work or school related (guilt ridden, perhaps.) Monday morning and Friday evening are the times when the fewest people are reading anything. People talk to each other more in the evening, especially on Friday; a pall usually hangs over the Monday morning commute. Friday evenings and Saturday afternoons are the best time for scanning a *Phoenix* on the Red and Green Lines (especially on the Boston College Line.)

The rapid transit review of books indicates *Destiny* is tops followed by anything written by Danielle Steele. Not surprisingly, those who exit at Harvard/Radcliffe and MIT (Kendall) are likely to be reading something weightier. Computer applications aficionados invariably get off at Kendall in the morning. Most book toters tend to read a supermarket mix of light fiction and historical romance.

More magazines are exposed

during the evening commute than in the morning. On the Red Line *Time* outstrips *Newsweek*, and *People*, though rare, is seen more often than *Us*. Nobody reads *TV Guide* and only one *National Geographic* has ever been spotted. Riders don't seem to care for self-help books or magazines while commuting.

The T rider is on occasion quite conscientious, and can be spotted flipping through some photocopied document with grim determination. Such riders read and underline in the morning; in the evening they write on pads and outline. They are usually thirty something. They stalk commuter rail and express buses more than the local bus and subway lines. Interestingly, those commuters with Walkmans usually don't read anything. Perhaps moving and listening is enough stimulation.

Riders travelling alone find their trip is more pleasant when they have something to read. Empty-handed commuters can scan what advertising exists on T vehicles, or try to guess the age of the map on their trolley or subway car wall.

THE ADVISOR

THE ADVISOR IS PRODUCED AND PUBLISHED BY THE STAFF OF THE MBTA ADVISORY BOARD WHICH REPRESENTS SEVENTY-EIGHT MAYORS AND BOARDS OF SELECTMEN.

Eugene C. Brune, Chairman
120 Boylston Street
Boston, MA 02116-4604

Information Lines Upgraded

After several unexplained delays the MBTA's Telephone Information Center has begun implementing two new systems to improve the efficiency and accuracy of handling consumer questions. The T has signed a three year lease with AT&T for a System 75 Call Distribution System and Call Management System and is in the process of implementing a computerized information retrieval system, the Megadyne Customer Service Information System (CSIS). The System 75 has already replaced the Center's previous phone system. The CSIS equipment, which has been installed and is currently being programmed, will bring consumer information into the computer age.

The Telephone Information Center is currently staffed by 15 agents who work staggered shifts. Hours of the Center are from 6:30 a.m. to 11: p.m. Monday through Friday, and 9:00 a.m. to 6:00 p.m. on weekends. The MBTA estimates that the Center handles 800,000 to 1,000,000 telephone inquiries annually.

The previous phone system, put into place when the Authority moved into the Transportation Building in February, 1984, was unable to perform key monitoring functions or keep up with customer demand for information. It was never adequate to meet its targeted tasks. It could not count incoming calls or calls lost and could not

pinpoint busiest times, how long customers wait on hold or how long an agent takes to provide information.

In the face of criticism of the "new" system, the Authority promised a more sophisticated system by July 1985. That date was later revised to summer/fall 1987. Now the system is expected to be 100% operational by late spring 1988. The Advisory Board could not determine the cause of the three year delay.

An MBTA interdepartmental committee started meeting in late 1986 to evaluate call distribution systems. Members selected the AT&T System 75 from a field of five vendors as the one which would best meet the needs of the Telephone Information Center. The cost of the system will be \$90,530 for the three year lease, a much better buy than the 1984 system which did less and was leased for \$60,600 per year. Leasing was considered the best option, given that technology changes quickly. The new system provides automatic call distribution capabilities which are not available through the Centrex system used by the rest of the MBTA. The system is comprised of 15 phone lines and can be expanded to accomodate more lines if necessary. The T expects that incoming calls will be distributed more efficiently than with the previous system since agents will be automatically connected to

(continued on page 8)

Lottery Wins

Once the butt of colorful stories of political favors and family ties, entree to MBTA jobs has for a decade been a solid example of fairness, integrity and open access.

Almost 50% of the jobs at the T are those of bus/train operator, and admittance to these jobs is strictly through a blind lottery system.

The Lottery concept came about in the mid-1970's in response to a perceived need to "hire affirmatively," according to Jorge Matesanz, Assistant Director of Human Resources at the MBTA. The first lottery was held in 1977 and has been repeated every two to three years as necessary to replenish the labor pool.

The key position filled by the lottery is Operator, specifically part-time bus driver (to start). Matesanz estimates that the Lottery accounts for 90-95% of the hiring in the MBTA's Transportation Department.

The system works as follows: an advertisement is run in The Boston Globe, The Boston Herald, local area papers and suburban daily and weekly papers announcing that the MBTA is accepting applications for employment and providing readers with a coupon to submit for participation in the lottery.

The last lottery was held

(continued on page 4)

Lottery (from page 3)

during the summer of 1987; approximately 10,000 people applied. From these 10,000 applicants, 4,000 names were drawn at random and notified of their selection.

Selected candidates were then eligible for the next step, the Seattle Test. This is a video developed by the Seattle Metro which features approximately 65 different scenes of operators in simulated work situations. Each scene calls for the candidate to choose from a list of possible answers the response that best describes what he or she would do in the depicted situation. While none of the answers is completely right or wrong, according to Matesanz, there is a preferred answer which is weighted more heavily than the others. Matesanz states that as a result of this test the applicant pool is usually cut by 50%

Next comes a criminal record check conducted by the Criminal History Systems Board of the Executive Office of Public Safety. This is required for all positions with responsibility for public safety. Procedural guidelines for dealing with applicants with criminal records have been established in conjunction with the MBTA's legal department. Under these guidelines, a person will not be considered for employment if he or she has been convicted of a felony within the past ten years. In addition, a person will not be considered for employment if he or she has

been convicted of a misdemeanor within the past five years (depending on the number and type of infraction as addressed in the procedural guidelines).

All decisions may be appealed to the General Manager. This screening results in another 20-25% reduction of the pool.

Applicants are then required to take a physical examination to ensure that they meet the standards established by the Department of Public Utilities with regard to eyesight, hearing, etc., This process screens out an additional 15-20% of the applicants.

Those surviving must obtain a Class 2 permit, enabling them to drive a bus. They are required to provide the Employment Office with their driving record from the Registry of Motor Vehicles. The driving record will disclose accidents, moving violations, and other such matters which do not appear on a criminal record, but which might have a direct bearing on a person's desirability as a bus driver.

The next step is an interview with either the Superintendent or Deputy Superintendent of Surface Lines. At this time, the candidate is told what the job consists of, including the facts that his/her schedule will consist of nights, weekends and holidays and that the job is part-time. There is potential for full-time employment after two to three years of working

part-time. At this point, the current applicant pool is reduced by an additional five to ten percent.

Candidates who have withstood the screening process thus far are enrolled in a five to six week training school at the Transportation Training Department. The number of candidates enrolled in each training session varies, but typically has been 18 to 20. Successful completion of training makes the candidate eligible for employment as a part-time bus driver. The entire lottery process takes four to five months to complete. Applicants are processed through the early stages of the system by order of their lottery number. Successfully screened applicants drawing higher ranked lottery numbers may wait several years to get to actual training and employment., but they will eventually receive the call.

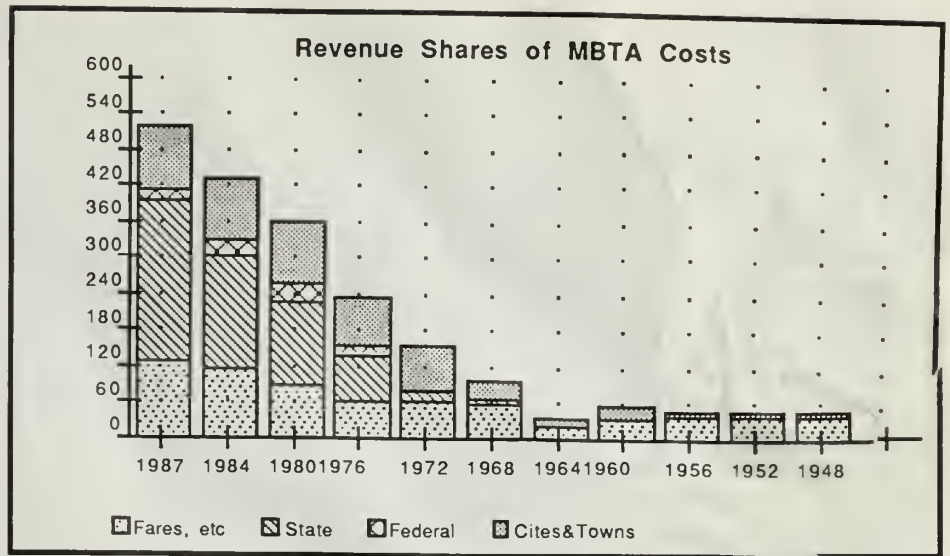
When asked whether the Lottery has achieved its goal of affirmative action, Matesanz responded that it had been "very successful."

The Authority wide affirmative action goals for January 1, 1988, were 15.9% for minority males and 15.8% for females. The T has surpassed both of these goals, according to Matesanz, with 25% of current employees being minority and 18% being female. He claims that the majority of these hires are the result of the Lottery Program.

Who Pays?

Between 1948 and 1976, as public transit ridership plummeted, the cost per revenue mile of service delivered first by the MTA and then by the MBTA more than doubled even when discounted for inflation. Ridership was greater than 300 million a year in the late forties, but by 1975 had dropped to under 144 million. Since 1976 cost per revenue mile for T service (adjusted for inflation) has remained level even in the face of significant expansion and reinvestment in vehicles, facilities and maintenance. Steadily increasing ridership, enactment and utilization of management rights legislation, strong leadership and vigilant oversight have contributed to the increase in efficiency and containment of costs. The inflation adjusted cost per service mile for 1987 was down 2.5% from 1986 and was 10% below the high of \$2.65/mile in 1979.

While Advisory Board staff analysis of MTA and MBTA expenses underscores the good news, the analysis of how costs have been covered

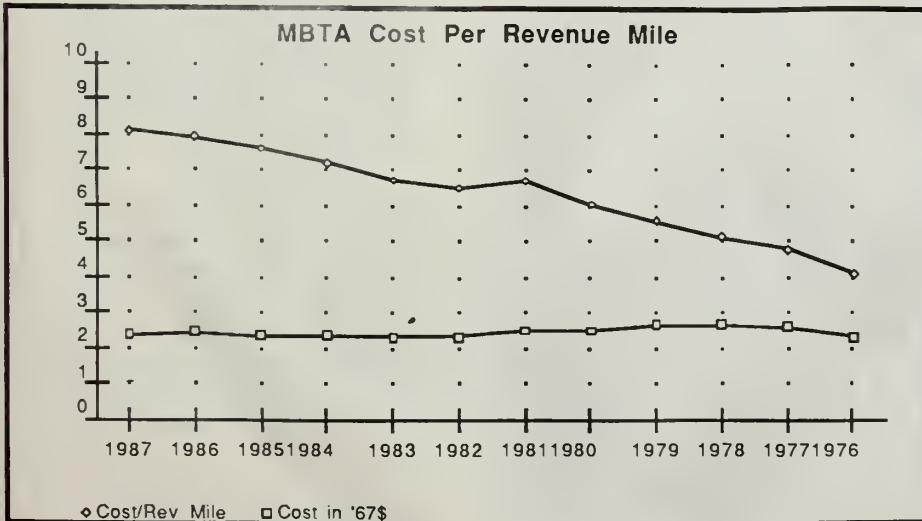


pinpoints a growing concern. The chart above illustrates the radical change in who has paid the cost of public transit since 1948.

In 1948 fares and other transit revenues covered 81% of transit costs with the remainder being picked up by the 14 cities and towns in the MTA District. By 1964 fare coverage had dropped to 66.5% of costs for the newly formed MBTA and the remaining loss was shared by the 78 communities within the enlarged district. In 1965 the State began its program of assistance for MBTA capital expenditures and in 1973 expanded its aid to the T to include a 50-50 share with District

communities of the T's operating deficit. Federal assistance entered the picture in 1974, reached its height in 1979 and has gradually diminished since. With a cap on the total deficit assessed to communities since passage of Proposition 2 1/2 and no effort to raise fares in seven years, the share of T expense covered by the State soared to 50.6% in 1987.

A closer look at fares shows that since 1982 total fares collected have decreased 3.1% in real dollars even though ridership has increased 16.2%. For the same period of time inflation has risen 22.6% and total T costs have gone up 43.1% reflecting a major expansion in service and reinvestment in equipment and maintenance services. The current limitations on the ability of cities and towns in Massachusetts to raise tax dollars and the T's adherence to a low fare policy for transit have left the State exposed to escalating deficits even though expenses have been well controlled.





A snowy morning in February found all systems working. Clockwise from top are a Riverside train inbound at Fenway, the Orange line inbound at Massachusetts Avenue and the Red Line approaching Charles Street station from Cambridge.

Neither Rain, Nor Sleet....

Last winter, when the weather outside was frightful, the T, although not delightful, usually worked. A quick review of snowy days in February and March revealed that the T actually ran more service than was scheduled. On days when winter weather took a turn for the worse, many employers allowed their workforce to leave early, causing a "rush hour" at noon or two in the afternoon. The T responded with extra service to accommodate heavier than usual midday demand.

Because of the way service is monitored by the T, there is no way to tell how long these tours through the Winter Wonderland took - the T only monitors what passes over certain points along the track and ignores final destination times. Still, it is comforting to know that while drivers were snowbound along highways, the T rider eventually made it home.

The bad news for T riders

was that though snow usually didn't bother equipment, the bitter cold weather did. Power lines and the third rail (especially on the Red Line) tended to ice over when the thermometer dropped below freezing. Motors overheated, switches broke down and brakes and doors on LRVs malfunctioned. At times up to one quarter of the Red Line fleet was out of service because of cold related breakdowns.



Board Members Hit the Road

Advisory Board Service Committee members recently participated in three field trips to enhance their understanding of Red and Green Line operations. Tours of the MBTA Central Control facility at 45 High Street were arranged, as were private tours of the Red and Green Lines. On the Green Line most members tried their hand at driving a training vehicle, a new experience for all.

Members of the Board's Commuter Rail Committee will also be out and about in the near future. They are signed up to visit the century old Boston Engine Terminal in addition to insider tours of North and South Stations

Machine (from page 1)

of the phone console at eye level are four digital readouts which display the time elapsed since a train last left the outlying terminus of each Green Line branch. To the dispatcher's right and rear are two lighted consoles which signal red if a train does not pass the checkpoints to which they are wired within a given period set according to the schedule for that time of day. Attached to the consoles are what look like two 10 lane lie detector machines. By a red squiggle on ruled graph paper, the plotters record when trains pass given checkpoints on each line.

Unless he has had a call from the driver who passed you by, the dispatcher (who has some flexibility to send out extra trains called RADs), has no idea you and other passengers are waiting. He can estimate from the plotters how long it has been since a train passed by you, but he cannot tell whether it stopped to pick you up or how full the cars are.

The evening commute brings an additional headache to the dispatcher. All eyes are on the Central Subway as commuters rush to leave Downtown. The dispatcher can read from his plotters the time between trains passing through Park Street or other key checkpoints, but he has no way other than by phoned information from inspectors at Kenmore and Boylston to know the order of trains (B, C, D or E) within the tunnel. He has not been automatically

alerted that you have been waiting 15 minutes for a C train while three Bs, two Ds and four Es have come and gone. T officials admit that it's no way to run a railroad.

However, in 18 months (two summers and one long winter away) the MBTA will be installing an Automatic Vehicle Identification (AVI) system on the Green Line. The amount and detail of data provided to personnel at Central Control should improve dramatically, and this has the potential to greatly improve service. A series of loops will be placed at strategic locations along all branches of the line. Information on train number, number of cars, route and location passing will be forwarded to Central Control. The transponders registering information can also be used for automatic routing, transmittal of information to passengers and/or monitoring of up to four mechanical functions such as air conditioning, doors or brakes.

Installation of the system should enhance the Authority's monitoring of Green Line service and result in less turning and expressing of trains. (Currently turning and expressing is according to the intuition of inspectors at Boylston and Kenmore stations). The initial placement of 35 loops means that large stretches of the system will be in one section, within which officials will know the sequencing of trains but not how close they are. The AVI system will give T

officials line-wide, as opposed to site-specific, information about service conditions. What is done with this information will determine whether the advent of the machine will bring relief to riders of the system's busiest and most frustrating line. Should you expect miracles? No, but hopefully, there will be discernible improvement.

Parking (from Page 1)

around Boston. But, increasingly, informed riders are asking who will be filling up these new trains since parking lots have for some months been at capacity and potential passengers in cars are daily being turned away across the system.

With the exception of passengers on the Needham Line and a handful of close-in stops on the other lines most riders by necessity drive to the railroad station from which they board. Acknowledging that lots were at 100% capacity last Fall, Ralph Duvall, MBTA Director of Commuter Rail, cites parking as the top commuter rail problem in 1988.

Evidence suggests that the current number of parking spaces is only 50% to 60% of the current demand for such spaces. Data from February shows that existing parking spaces are available for 35% of a typical weekday's inbound ridership. A survey of riders taken in less crowded times (1976) indicated 40 to 45% of

(continued to page 8) 7

train commuters park and ride, and 21 to 26% are dropped off by car (kiss and ride). Given the significant demographic and workforce changes of the last 12 years, it is conservatively estimated that parking demand for commuter rail currently equals 60% of ridership. While planning for passenger capacity has received high priority during the last few years, there is little evidence of the same effort having been put on parking access.

The four rail lines out of North Station are under the greatest pressure with ridership increasing at the pace of 8% each six months, and parking spaces as of February pegged at 30% of average inbound ridership. Though figures from the Authority indicate that short term additions to parking (already in design or construction stage) will increase available spaces on the Northside by 26%, the gain in parking spaces may well just break even with gains in ridership and leave riders in the same tight squeeze.

Potential space for parking an additional 7,800 cars near existing or possibly relocated stations on the Northside have been identified, but the long process of land acquisition, environmental review, negotiations with communities, design and construction leave very uncertain just how many of these potential spaces will ever be realized and



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how many years it will take for them to be available for use.

Parking to the south and southwest of Boston on commuter rail lines is also at capacity but not as far below estimated demand as to the North. Using February figures, parking spaces existed for 39% of the average weekday inbound ridership. Additions already in design and/or construction will increase the number of spaces by 15% within the next 18 months. Coupled with what appears to be a slower natural growth in ridership to the south, it would appear that gains will be made in that geographical area in meeting an increasing proportion of estimated demand.

The accompanying chart shows the planned relative capacity of parking lots and trains starting with the Fall of 1987 when lots were generally at 100% capacity and no new coaches had yet been added to the system. Fall 1988 and Fall 1989 figures include new

coaches and new parking spaces to which the MBTA is committed. The estimated figures for 1992 are conservative in the number of train seats to be added since seating configuration and exact number of coaches on orders soon to be executed are not firm as we go to press. On the other hand, the estimated number of parking spaces for 1992 includes all possibilities currently identified as potential sites for commuter rail parking.

Information (from page 3)

their next call without having to push a button each time.

The System 75 provides the following features:

- * Calls are distributed to the agent who has been available for the longest time, maximizing the use of the staff.

- * Digital recordings repeat every 20 seconds while a caller is on hold.

(continued on page 9)

* Forced calling connects incoming calls to an agent automatically after the previous call is completed, decreasing the time spent answering a call.

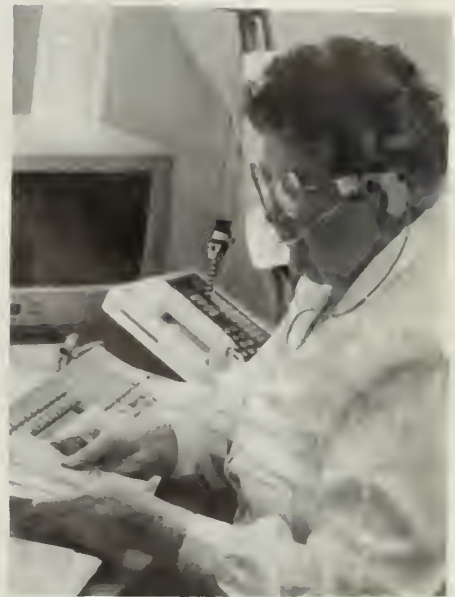
* Other departments can call through abbreviated dialing.

An Advisory Board staff survey of the information system during the week of April 11 found a great improvement in response time. Of 15 calls made during the peak hours, all were answered by a live operator in less than 30 seconds - a sharp contrast to waits of up to eight and ten minutes as recently as December 1987.

The call management computer system will provide data on patterns of incoming calls. Data available will include number of calls handled, time spent on each call, average waiting times, and busy levels. This information will be for individual operators as well as for the group as a whole, and can be broken down into one-hour and half

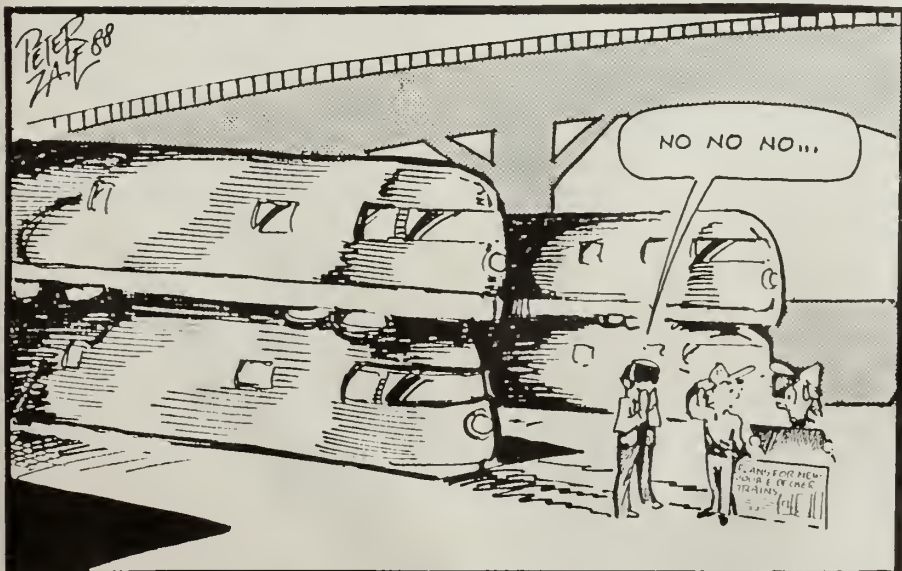
hour time increments for analysis. The Information Center has not yet set targets for an acceptable waiting period before a call is picked up and for how quickly a call should be handled, but such guidelines may be set up after the system has been in place for several months according to Mary Goldberg, Market Planning Specialist with the T. Adjustments on staffing levels and hours of operation may also be made once there is sufficient data on demand levels.

The System 75 has a digital voice capability which is being used on the T's recorded information line, 722-5050. The new recording should ensure that a caller is always connected at the beginning of the recording. The Megadyne Customer Service Information Service (CSIS) which is being installed is designed to assist telephone information agents provide timely and accurate information to the public. It will provide up-to-date information on routing, schedules and fares. Currently agents look up such information



using schedules, maps and brochures. The system will provide each information agent with a desk-top terminal hooked up to the MBTA's mainframe computer. Agents will be able to tailor itineraries to a given origin and destination. The accuracy of the data provided to the public should be assured given plans for continual updating of information in the computer. Training, installation, data entry and the testing of CSIS are underway, and the system is expected to be fully operational by the summer.

With the implementation of System 75 and CSIS the MBTA's ability to respond to customer inquiries quickly and accurately should be greatly enhanced. Transit systems across the country, including WMATA in Washington, DC and SEPTA in Philadelphia, have been computerized for years. It would appear that the T is finally joining these systems in providing an information system which is fast and efficient.



SHORT RUNS

SEND US A SIGN...T riders unfamiliar with the system are bewildered by the confusing array of conflicting information found underground ("Sure, some of those signs haven't been touched for 20 years," marvelled one T employee close to the action). Similarly, route maps available to the public have not been updated since 1982. Although we were told in March 1987 that new maps were "at the printers", another source admits that a printer has yet to be chosen.

ANOTHER BENCHMARK...The benches at the Washington Street/Downtown Crossing

station are different and possibly exciting, but impossibly uncomfortable. The near non-existence of seating at downtown stations is not helped by these oddly skewed pieces of granite.

SIGNS OF LEAD...Rumor has it that several recent classes of bus drivers were trained using a lead boot on their right foot. A follow up consumer evaluation of the drivers by turnpike express bus commuters indicates that the boot has been quite effective.

A NEW MILESTONE...Long known for its quick response

time in constructing emergency facilities, the T broke a new record on May 3rd when a bridge (human, that is) was designed and in place in less than five minutes when a commuter rail train overshot the platform and passengers had to be passed down from train to ground.

SIGNS OF THE TIME...Bus riders have been heard to ask in recent months where have all the new buses gone? Bus stop conversation currently centers on missing seats, flapping windows and other signs of a battle scarred fleet.

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THE ADVISOR

NEWSLETTER OF THE MASSACHUSETTS BAY TRANSPORTATION AUTHORITY ADVISORY BOARD

SEP 25 1988

JULY 1988 Vol.5 No.3

T School Buses in Doubt

The latest no-win-for-the-taxpayer development in post Proposition 2 1/2 governmental budgeting is the Boston School Department's decision to have the MBTA, instead of the traditional yellow school bus, transport an additional 3500 of its high school students. Using figures provided by the T and the Boston School Department, Advisory Board staff estimate that State taxpayer costs will increase \$784,000 and City of Boston net expense and taxpayer cost will rise \$149,300, if this proposal goes forward. The only apparent winner is the Boston School Department whose budget will appear \$500,000 lower.

Intense pressure upon the Boston School Department to trim its FY89 Budget and the Massachusetts practice of crediting all school related state aid to municipal (not school) budgets appears to have triggered this costly decision to "reduce" expenses.

The cost of transporting the 3500 students varies significantly depending on whether the provider is the School Department or the T. The School Department costs are pegged at \$442,000 while the T's are close to \$1,500,000. In addition, Boston, without the burden of high school trips, can reorganize remaining school trips to further increase overall savings.

According to an MBTA analysis, the key factors affecting the difference in cost for T provided service versus yellow school bus service are as follows: a 49% greater hourly wage and fringe benefit cost for T drivers; the ability of Boston to minimize cost by staggering school hours and using the same buses for multiple AM and PM trips; and the T's (and not Boston's) need to conform to strict federal regulations on routing, a requirement when a public transit system is involved in transporting school children.

In order to be prepared to handle the unbudgeted increase to the morning rush hour starting in September, the MBTA at its July 13 meeting discussed a supplementary budget of \$1.5 million to cover costs. The MBTA held action on the Supplementary Budget until its August meeting, in order to allow the City to examine options.

The Advisory Board, who by statute must act on a supplementary budget request within 30 days, has tentatively set a meeting for August 18 in order to assure the T and the City of Boston time to respond to whatever decision is made.

As we go to press, it is not clear whether a request for additional funds to bus Boston's school children will find favor with the budget conscious members of the Advisory Board.

1812: An Overture?

A late file bill, Senate 1812, sponsored by Senator Joseph Walsh (D-Dorchester) threatens to overturn key budgeting efficiencies implemented at the MBTA under management rights legislation enacted in 1980. The proposed legislation would return to the Carman's Union "the right to bargain collectively with respect to ... the assignment of union employees and the number of part-time employees to be hired."

Savings estimated at more than \$4 million per year would be jeopardized if this bill were to be passed, according to Advisory Board staff analysis. Prior to the passage of MGL 581 the MBTA was not able to hire part-time workers and was forced to pay premiums to full-time employees who worked eight-hour shifts stretched over more than an 11 hour period. By selectively using part-time labor, the MBTA has been able to virtually eliminate the phenomenon of premiums for hours not in active work. No T employee has been laid off as a result of instituting part-time help.

Since MGL 581 confirmed the right of T management to assign workers to overtime, significant annual savings have also been realized in overtime expense. Prior to management rights legislation, overtime

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A T-HOUSE FOR ALL SEASONS

Most T riders probably believe that all MBTA employees toil in obscurity miles beneath the Earth's surface, cooking up plots to turn back subway trains and divert buses from patrons' stops.

In fact, the MBTA and a host of other acronym-ed agencies share space in the handsome \$90 million State Transportation Building (STB) at 10 Park Plaza, a short block from the Boston Common and the Public Garden.

The building is owned by the State and managed by Massport. A number of state and regional agencies, including Massport, the Executive Office of Transportation and Construction, the Massachusetts Department of Public Works, the Central Transportation Planning Staff and Caravan are located in the building. Its largest tenant, though, is the MBTA, whose administrative employees occupy 102,570 square feet of the ten story building.

Plans for the State Transportation Building were ambitious. It was designed to house all transportation-related public agencies in Eastern Massachusetts under one roof with the objective of fostering greater communication and cooperation. Not long after the building was open it became apparent to T officials that there simply was not enough space at the STB to accommodate the burgeoning number of T employees. A consultant was hired to study space utilization. The result was a recommendation to lease space outside the building. The T looked to 120 Boylston Street, an adjoining building, where the Advisory Board is housed. A total of four floors of 120 Boylston Street are currently leased partially or totally by the MBTA.



The State Transportation Building was also to be an anchor for the rapid development of the Park Square area, which had declined considerably. Once known primarily as a hangout for various unsavory types, the roads through the square have been redesigned around the STB. New buildings have been constructed, including the Four Seasons Hotel and the new Heritage on the Garden retail/condominium complex. Numerous older have been remodeled and converted into office space. Boston's reactivated theater district, directly adjoining the STB, is living testimony to improvements in the area.

As impressive as the STB is, it does not receive much public transportation-related traffic. Almost every MBTA office which has contact with the public or with T line employees is located elsewhere. Recently, though, an increasing number of training courses are being held in the Transportation Building's second floor workshop and T drivers and collectors are getting a closer look.

After taking advantage of the many eateries, browsing through the small art gallery or resting at one of the cafe tables clustered around the piano in the multi-storied atrium, most visitors take the escalator to the second floor, which contains the State Transportation Library, the cafeteria ("Transportation Station"), conference rooms, an information desk and elevators to upper floors. Frequently the lobby and mezzanine boast work by local and national artists as well as literature about stress, diet and exercise. A day care center

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THE ADVISOR

THE ADVISOR IS PRODUCED AND PUBLISHED BY THE STAFF OF THE MBTA ADVISORY BOARD WHICH REPRESENTS SEVENTY-EIGHT MAYORS AND BOARDS OF SELECTMEN.

Eugene C. Brune, Chairman
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CR Parking Fees Considered

In an effort to help bolster revenues and keep down the net cost of transit service, the MBTA is considering instituting parking fees at its commuter rail stations and raising fees at rapid transit and light rail stations where charges already exist. Public hearings on the T proposals have been set for August 23 at 2 p.m. and 8 p.m. at the State Transportation Building at 10 Park Plaza. A draft policy statement will be before the Authority's Board of Directors at its August 10th meeting and presumably circulated in advance of the hearing.

A committee of the Board of Directors has been meeting monthly since February to examine the implications of such a move and to formulate the policy statement to be presented to the Board for approval.

In the course of their deliberations, the T Directors have examined current plans for new or enlarged parking lots, capacity problems at all lots, issues of ownership, competition from nearby commercial or municipal parking areas, spillover parking and traffic problems for communities with T lots, and the cost effectiveness of different methods of collecting fees. Documentation of the financial commitment associated with expanding parking at commuter rail

stations has been cited as a major impetus to instituting fees. While no formal position has yet been taken by the Board committee, the tone of the meetings suggests that a pilot program of commuter rail parking fees will likely be put in place in the Fall.

The same Board of Directors committee has been charged also with examining commuter rail fares and making a recommendation on possible increases. Expressing concern about the impact of simultaneous increases in parking fees and fares, committee members appear reluctant to act on both issues in the same time period. Fare increases, at least for now, appear to have taken a back seat to increases in parking charges.

Complaints Shared

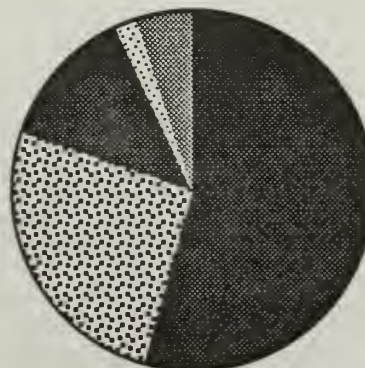
Complaints about MBTA employees accounted for 54.4% of all rider comments received at the T during the past fiscal year, according to an Advisory Board review of complaints registered between July, 1987 and June, 1988. Of those 3,147 employee related complaints, just under 40% criticized allegedly improper or unbecoming personal behavior.

During FY88, the MBTA Public Affairs Department processed 5,783 complaints. Each was categorized into one of five areas: employee, service, maintenance, physical plant improvements or miscellaneous. Those areas were in turn subdivided to pinpoint specific problems such as service delays, disabled vehicles, signage, no announcement, etc.

Service complaints ranked second to employee complaints with 1,498 negative calls or letters received. Comments on delays accounted for 56.7% of all service complaints.

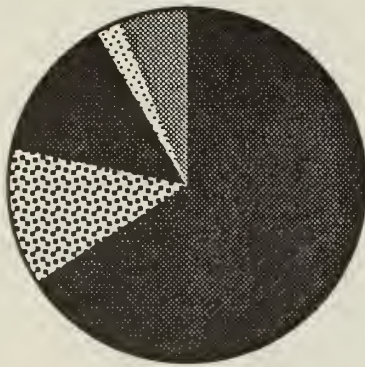
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Rider Complaints By Category, FY88



■ Employees	54.4%
▣ Service	25.9%
■ Maintenance	12.6%
▣ Phys. Plant Imp.	1.9%
▣ Miscellaneous	5.1%

Rider Complaints By Line, FY88



■ Bus	65.9%
◻ Light Rail	12.3%
■ Red Line	13.3%
◻ Blue Line	2.2%
◻ Orange Line	6.2%

Complaints (from page 3)

Maintenance received 729 complaints or a 12.6% share of the total. Station conditions prompted 25.9% of maintenance complaints with vehicle conditions following close behind with 23.4%.

Physical plant improvements and miscellaneous accounted for just 1.9% and 5.1%, respectively of all complaints received.

When cross referenced by transit mode, complaints related to buses topped the list at 65.8% of all rider comments. The Red Line came in second at 13.3%; Light Rail, third, with 12.3%; and the Orange and Blue Lines followed with 6.2% and 2.2% respectively.

Commuter Rail accounted for 532 of the year's complaints, but records were kept only from November 21, 1987.

Kind words for the T came from 277 riders. This represented 4.7% of all rider comments received.

RIDE Update

As FY 1988 ended, THE RIDE, the MBTA's paratransit service for the disabled, was providing service for 10,187 registered riders in 36 communities at an estimated cost of \$430,000 per month. As FY89 began, plans for the new year included expansion to eight additional communities and major increases in hours and number of days service is available.

The accompanying table underscores the differences in size and density of target population and cost associated with each of the 36 communities which are divided into the Core and four satellite service areas. The contract for service in each area attempts to address area differences, and provide the most effective and efficient service.

On June 1, 1988, the MBTA Board of Directors approved service agreements for the continuation of paratransit service with each of the incumbent providers in the four satellite areas.

Though there was only one change of contractor for FY89, it was a major change. Transporting the Handicapped and Elderly in Massachusetts, Inc., (THEM), which provided service to the Core area for eleven years and was the original RIDE operator, was replaced in a competitive negotiation process by Transportation Management Services, Inc., (TMSI). TMSI operated the South Satellite brokerage service during FY88 and will now provide service to the Core area under a brokerage system as well. It is subcontracting with seven other firms to operate the service.

The MBTA expects significant improvement to the service in the Core area, which includes the City of Boston and 14 nearby communities, including a substantial decrease in the number of trips not available due to capacity constraints. TMSI will expand the hours of service as well as the hours during which trips may be scheduled. In addition, the new vendor will provide increased scheduling of round trips and a computerized reservation system which will allow at least 50% of requests to be confirmed immediately. By using a brokerage system, TMSI will have access to multiple garage locations and more vehicles. The structure also ensures competition among subcontractors and thus more cost effective service.

Despite a detailed transition program monitored by the MBTA's Office of Special Needs, the transfer from THEM, Inc., to TMSI was less than smooth during the first weeks with numerous complaints of late and no-show rides, as well as lack of driver training. One would-be

(continued on page 7)

Gwynne Dilday: an Insider's Look at EEO/AA

"I would like to see the [current] momentum keep up until the entire chain of command [at the T] is reflective of the T's population and the population at large," states Gwynne Dilday, MBTA Director of EEO/AA. Increasing the number of minorities and females at the top levels of the T is a slow process, but progress is being made, she adds. In addition, Dilday would like to see every person at the T go through the Affirmative Action training program, especially the segment entitled "Valuing Diversity." "It is important that people understand that there is something to value in everyone, that people have something to contribute if given the opportunity."

In general, Dilday is pleased with the T's actions in attracting and maintaining a diverse workforce. Currently 25% of T employees are from an ethnic minority and 18% are female. She feels credit for this strong record belongs to the Board of Directors who have taken considerable initiative in this area; James O'Leary, the T's General Manager, who has supported both the Board's efforts and her own; and the use of the Lottery (see *Advisor*, May 1988) for choosing candidates for key operating jobs.

Before coming to the MBTA as Director of EEO/AA in August of 1984, Gwynne Dilday who has an MBA from Northeastern spent six years working in personnel and affirmative action at Abt Associates in Cambridge.

What attracted her to her current position was the complexity and variety within the T organization. In her position Dilday is responsible for

monitoring employment and ensuring that ethnic minorities, women, Vietnam Era Veterans and handicapped persons have access to employment and opportunities for promotion; and monitoring construction to ensure the participation of disadvantaged (DBE), and women (WBE) business enterprises, as well as the employment of minorities and women on the construction sites.

The MBTA is currently exceeding its DBE/WBE goal of 16% by approximately 1-2% which Ms. Dilday feels is quite good given the leveling off of construction activity with the completion of the Southwest Corridor and Red Line expansion projects. Because of the nature of construction work, a goal for each contract is negotiated independently, depending on the availability of appropriately skilled labor. On occasion contractors surpass a goal, yet Dilday feels that there would be "considerably less" DBE participation without the T's aggressive program.

The EEO/AA Office is currently trying to expand the pool of potential DBE/WBE participants in anticipation of increased work related to the Central Artery/Third Harbor Tunnel project.

Employment is the other major area of responsibility for the EEO/AA office. The T has separate goals for each of the four candidate groups covered by this office. For Vietnam Era Veterans (VEV), the goal is 5%; for handicapped persons, it is 12%. People in both of these groups must be self-identified. The goal for women ranges from 12-50%, varying with the job category. Women currently account for 18% of the T's workforce. The ethnic minority goal ranges from

12-30%, and the T's workforce on average is 25% minority. Recent figures for VEV and handicapped are not available.

To locate potential minority and female candidates for employment, EEO/AA recruitment coordinators visit technical schools in the Boston area, as well as job fairs, career expos, and secretarial schools. In addition, job listings are sent to over 100 schools and organizations around the state. Since 1985, the T has also participated in an internship program with Northeastern University which Ms. Dilday says has added a significant number of good candidates, both minority and non-minority.

In a recent effort to increase the employment of handicapped persons, three "civilian monitor" positions established in the T police department were targeted specifically for handicapped people. The jobs involve monitoring computer screens. By filling these positions with civilians, police officers are freed to perform other duties. A concerted recruitment effort to find appropriate candidates resulted in a large applicant pool. An effort is now being made to feed the remaining applicants, all of whom are handicapped, into positions elsewhere in the organization. Dilday says that it is MBTA practice to try to place good candidates who were not hired or did not qualify for one position into other suitable jobs as they become available.

Ms. Dilday believes that it is very important to move people up within the organization and that the current selection process, which involves posting

(continued on page 9)

Orange Line: One Year Later

One year ago, few Boston-area transit riders could have imagined a system where trains run smoothly through modern airy stations, where almost no one is left standing on a platform and some lucky riders even manage regularly to find seats during rush hour. This Jules Verne vision of mass transit came true for many riders when the new Southwest Corridor segment of the Orange Line opened in May of last year.

Though not without controversy, the opening of the Corridor showed how mass transit can and should be run. Ten years of construction and \$743 million dollars in state and federal money have created a subway line rivaled by few in North America. For two weeks in June members and staff of the Advisory Board monitored rush hour performance on both ends of the Orange Line and were favorably impressed by what they saw. Along the Southwest Corridor, a total of 228 rush trains were monitored during the a.m. and p.m. peak. As promised on the timetables, trains actually run on average every four minutes.

(Continued to page 8)

Terminal Tour Not Fatal

On May 17, members of the Advisory Board Commuter Rail Committee donned hard hats to explore the Boston Engine Terminal Facility, where the Authority's Commuter Rail fleet of 62 locomotives and 236 coaches is maintained.

Located on the Charlestown/Somerville line, the site has been a repair facility for over 100 years. Part of the shop now in use dates back to 1929, although money in the Transportation Bond bill allows construction of an up-to-date replacement. Currently, 180 maintenance personnel and supervisors work two shifts seven days per week in order to ensure that commuter rail service will run as safely and reliably as possible.

Ralph Duvall, MBTA Director of Railroad Operations, and Walter Mark, his Chief Mechanical Officer, led the tour of the five buildings which comprise the Engine Terminal. Next to the administrative building is the Diesel House, where the authority's

locomotives are brought in for routine repairs and inspections as well as emergencies. The Federal Railroad Association mandates that each locomotive be inspected every thirty days. The T has adopted that schedule as its maintenance routine.

On the south side of the Diesel House lies the Coach House, part of which was built in 1950 and part of which was constructed just two years ago. Routine maintenance on the Authority's coaches is performed here. This is also where the northside coaches are washed - no such year round facility exists on the southside.

Slightly to the west of this complex is the Round House, the biggest and most imposing building at the facility. All 236 coaches in the fleet are maintained in this building. Built in 1922, the lighting, pit depths and ventilation are less than ideal for efficient for the heavy maintenance done here. Also housed in this building is the Materials Control Department, which warehouses parts for the various coaches and locomotives and a wheel "truing" area which specializes in correcting irregularities which develop in wheels over time.

Locomotives are fueled and sanded at the Budd House, on the east side of the complex, so named because it was built when commuter rail was run solely with Budd cars. RDC cars are maintained and inspected there, and if a train needs a major cleaning this is where it is taken. Though Budd cars are currently among the oldest in the fleet, eight

(continued on page 9)



assignment was by strict seniority regardless of work location. This resulted in pay for travel time from one location to another as well as long overtime hours for a selected few employees. On the issue of assigning overtime, the Advisory Board's Executive Director commented, "Commonsense and safety as well as lower cost win when hours are assigned by location."

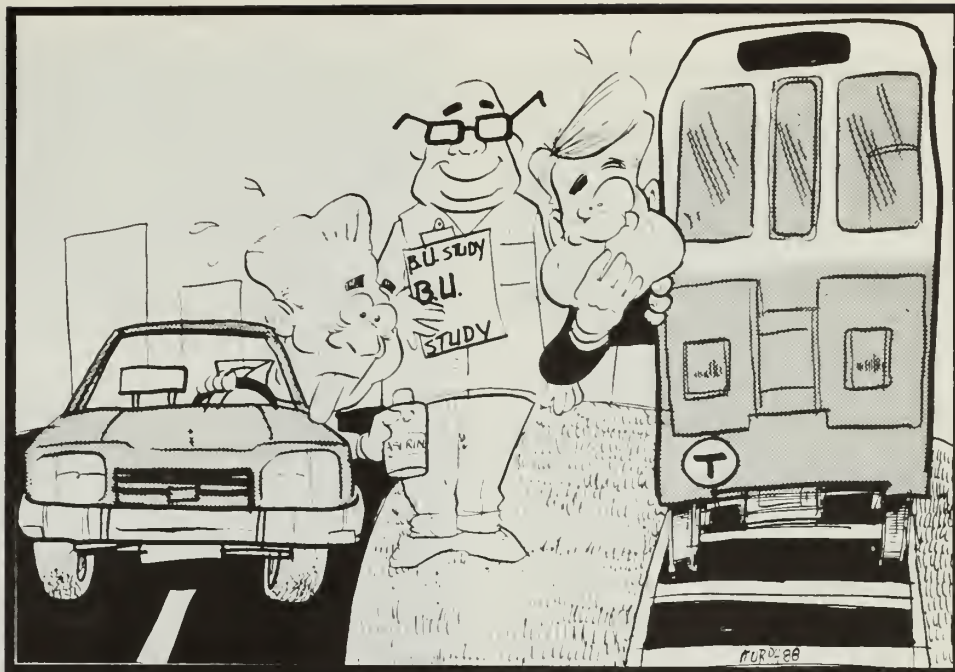
The Walsh bill is currently before the Joint Committee on Public Service and is due to be reported out by early September. A hearing was held in late June, but drew little attention because of the debate on the State's budget and the lateness of the bill's filing date.

RIDE (from page 4)

RIDE user called the Advisory Board to report that she had tried repeatedly to call the two numbers listed for TMSI in order to cancel her RIDE request, only to be told when she checked with the operator that one number was out of order and that the other sounded as if it were off the hook.

Both Kenneth Hosen, General Manager of TMSI, and James O'Leary, General Manager of the T, acknowledged that logistical problems were occurring during the initial take over. They expect that this is a temporary situation and that significantly improved Core operation will be realized once the dust settles from the transition.

Share-A-Ride, Inc., of Lexington, entering its third year of providing paratransit service in the Northwest, is projecting a 50% increase in riders in FY89 and a 70% increase in service



hours. Weekday service hours will be extended to 11:00 p.m. and service will be available on all holidays.

Similar expansion of service hours will be provided by Thompson Transit, Inc., of Framingham, who has the contract for the West Satellite area. In addition, transfers will, for the first time, be possible from the West satellite area to Downtown Boston. Thompson Transit is projecting a 217% increase in total trips for FY89, pushing trips completed to over 8,000 for the year.

TMSI will again be the broker of paratransit service to the South satellite communities of Quincy, Braintree, Weymouth and Milton during FY89. On August 1, 1988, the communities of Cohasset, Hingham, Holbrook, Hull and Randolph will be added to the South satellite area, bringing the total to nine communities. TMSI began service to Quincy in September 1987, and extended it to Braintree, Milton and Weymouth during October. By employing a brokerage system, TMSI has been able to use existing private transportation firms to meet a demand for service which has

exceeded that of any of the other satellite areas. In FY89, TMSI is also expanding service hours to include weekends and all holidays. A major increase in ridership is expected for FY89, with trips up from approximately 6,000 during TMSI's nine month period of operation in FY88 to 23,000 in FY89.

In FY89 paratransit brokerage service will be provided to the North satellite area by North Shore Transit, Inc., (NST). This will mean a continuation of service to Lynn, Marblehead, Nahant, Salem, Saugus, and Swampscott, as well as the addition of service to Beverly, Danvers, and Peabody by August 1, 1988. NST began service in the North in December 1987, using Greater Lynn Senior Services, Inc., as a non-profit provider of RIDE services to supplement MBTA vehicles. NST, like the other satellite providers, is expanding service hours to include weekends and holidays. In addition, they will introduce transfer capability between the North satellite area and the Core.

Orange (from page 6)

Although the number of trains arriving exactly four minutes apart was miniscule, the longest wait in the morning inbound direction was seven minutes, while once in the afternoon (outbound) direction there was an eight minute gap between trains. Capacity delivered seems to adequately match demand, with only 13 trains of the 228 so crowded that passengers were left on the platform. More trains (19 to be exact) departed the observed stations with empty seats - a far different situation than the Red and Green line observations made last fall where "crush loading" was the norm. Other observations were:

Station names are announced clearly and consistently and trains are kept at a comfortable temperature.

There is an abundance of security with far more personnel patrolling stations and platforms than in other MBTA facilities.

Passengers who have trouble climbing stairs are far less likely to find a broken escalator, although the high incidence of broken passreaders and token turnstiles was similar to other parts of the system.

Although some controversy remains from the rerouting of the "El" out of Boston's poorest and most transit-dependent neighborhoods, access to all Southwest Corridor service is generally excellent. The extensive bus network that fed into Forest Hills on the elevated has been maintained, and most bus service that formerly served Dudley and Egleston Squares has been extended to the new busway at Ruggles. Initially some riders who walked to the El had to pay



extra and take a bus to the new Orange Line stations, but the MBTA has extended its limited free transfer policy (currently in place along the Mattapan High Speed Line) to include certain morning inbound and afternoon bus routes.

The benefits of the new Orange Line are enjoyed by non-transit riders, too. The removal of the elevated's tracks (considered by many to be an eyesore) is sparking renewal along the Washington Street corridor. The silent, semi-underground new Orange Line is a welcome contrast to the screech and squeal of the Elevated. The Southwest Corridor Park, created by the removal of freight train tracks, is a pleasant addition to the neighborhoods through which it passes. The park has been kept remarkably free of litter and crime, to the credit of the watchful eye of the MDC, the agency which oversees the facility.

In short, the year that has passed since the opening of the Southwest Corridor has been a year of improvement in the lives of most of the residents and riders of the area.



T-HOUSE *(from page 2)*

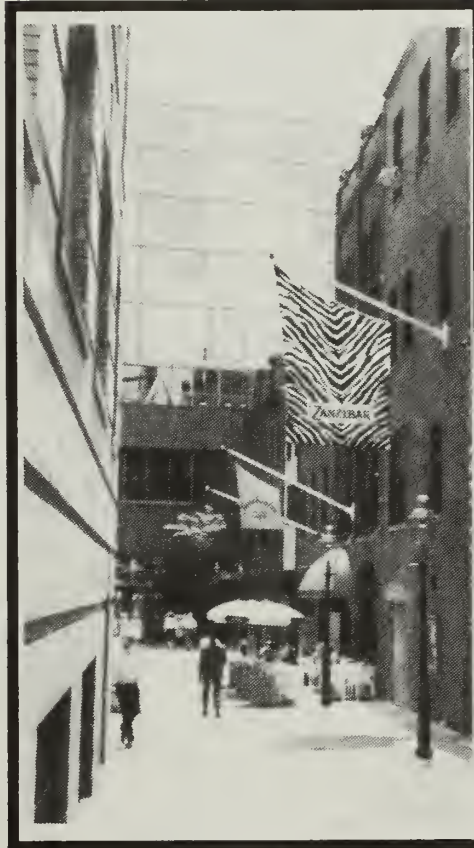
operates on the third floor, while an in-house copy center can be found on the fifth.

What cannot be seen by the building's occupants is as noteworthy as the amenities visible to the naked eye. Its "boilerless" heating, air conditioning and ventilating (HVAC) system has drawn raves from architects and engineers across the country. Instead of a traditional boiler or furnace set up, the building is heated and cooled using a combination of "thermal storage" (energy is bought more cheaply during off-peak times and saved for later use) and "waste heat recovery" (the building, the sun and the occupants generate heat, which is also collected and stored for use during peak demand times). In its first year of operation the system saved \$1.1 million over the cost of a conventional HVAC system.

But all is not paradise at the STB. Despite state of the art ventilation, employees frequently complain about poor air quality. Because of the major relocation of offices over the last 18 months, signage is inadequate and often wrong. Although the building's size is modest by recent Boston standards and is laid out in a rather straightforward "V" pattern, the seemingly arbitrary numbering of offices along non-descript corridors easily confuses the occasional visitor.

Employees also complain about the bizarre elevator system, which works badly if at all. For some time one elevator stopped at every floor. Another would habitually stop on the third floor for no apparent reason. Stairwells (preferred by many) are cleverly concealed behind one or more discreetly advertised doors and are neither heated nor cooled as the seasons demand.

Still, the building is a welcome addition to the area and is, in general, well received by the workers who use it. Readers not familiar with the STB are encouraged to come to Park Square and see this "transportation transformation" themselves.



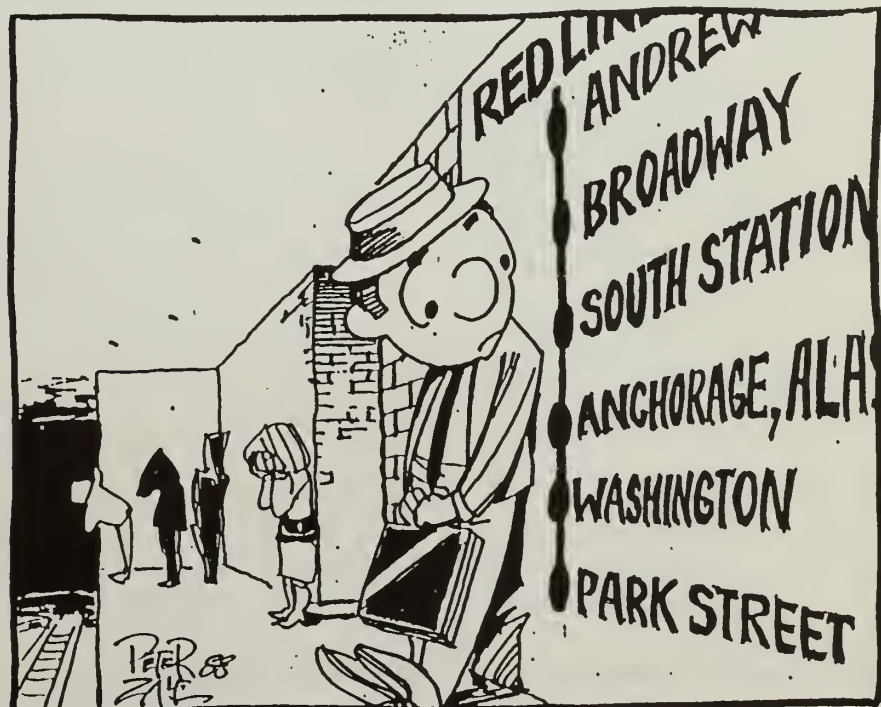
Terminal *(from page 6)*

of the nineteen train sets run on the north side are run with Budds. That will change, hopefully, as new coaches (currently on order) are delivered to the Authority.

The trip concluded with a walk-through tour of a new fuel-efficient F-40 locomotive. The Authority is expecting delivery of 26 of these locomotives by the end of the current year.

Dilday *(from page 5)*

of every position and review by a committee, has brought talent from the service areas into professional positions. She says that it gives people an opportunity to bid on positions for which they might otherwise have never been considered. She feels that the process is also good for the supervisors because it gives them an opportunity to find out about skills that are available in current employees that might otherwise have been overlooked.



SHORT RUNS

MORNING PRAYER...It is still easier for a sumo wrestler to squeeze onto a rush hour Green Line car than it is to ascend from Copley station, where prayers for a working escalator remain unanswered.

FROM ON HIGH...The recently introduced "Rouse Bill" which would force the MBTA to maximize non-transportation revenue, has been put forward by the "Forces of Evil," according to one extremely high (almost celestial) transportation official.

RIGHTEOUS ANGER...The gods may be punishing Boston for the successes of its native son presidential candidate. A plague of

lightning is upon the land, with as many as 44 strikes on the commuter rail signal system during just one June storm.

SINNER REPENT...And who is the sinner on the Framingham line drawing the wrath of the Forces of Mischief? Summertime commuters have run out of excuses to bosses and spouses!

HEAVEN TO HELL?...Lost souls alighting from Stoughton/Attleboro trains enter the stygian, exhaust-filled Back Bay station to a lovely photo of the New Haven RR. Proceeding to the Orange line, they must then survive the fierce snapping and taunting of a near legendary, Cerberus-like

guard, dubbed by daily commuters the Beast of Back Bay.

PURGATORY...An angel of mercy twice rescued South Shore Red Line riders from the brink of hell by asking guards on steamy and stalled cars to check if the fan switches were ON.... and a heavenly breeze appeared.

EVENING PRAYER...Amen and thank you for the two angels driving the late evening rush on the 305 for the summer. Their driving skills and pleasant greetings almost erase memory of the devil himself (and helpers) who drove the spring timetable

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THE ADVISOR

NEWSLETTER OF THE MASSACHUSETTS BAY TRANSPORTATION AUTHORITY ADVISORY BOARD

October 1988 Vol.5 No.4

Limits on after hours work urged

"Crime may not pay, but being a crime buster certainly does," pointed out Anne Lerner, Executive Director of the MBTA Advisory Board, in releasing an analysis of the MBTA's top overtime earners. Patrolman Robert Evans not only topped the list in 1987 by collecting \$41,788 in overtime pay in addition to his \$37,367 salary, but Evans currently heads the 1988 roster. Between January and June 1988, Evans accumulated \$19,611 in overtime in addition to his regular pay. Though not number one before 1987, the patrolman was among the top overtime earners as far back as 1984.

Of the 31 T employees earning more than \$20,000 in overtime during 1987, 13 are police officers. Of the 27 T employees earning more than \$10,000 in overtime during the first six months of 1988, nine are police officers. Seven of the 11 T employees who show up among the top 25 overtime earners during both periods are police officers. Police account for only two percent of T operating personnel (full time equivalents).

Lerner noted that patrolmen work details in their off hours in addition to overtime hours. Both are reflected in their total pay even though details are often billable to third parties. From the pay records it is possible to calculate the detail hours worked in addition to overtime. For example, Patrolman Evans with his long overtime hours appears to have worked few details. Patrolman Paul Flynn, on the other hand, who made only \$22,640 in overtime in 1987 worked over 1200 hours of details in addition to almost 800 hours of overtime. His total earnings of \$84,605 put him ahead of

General Manager James F. O'Leary as the highest paid T employee in 1988.

"The overtime listing raises very serious questions about practices within the T's police department," says Lerner. "Are there safety issues involved in high overtime hours and detail work over long periods of years? Should there be limits on the total hours an officer is allowed to work over the long haul? Are the work rules, four days on and two days off, archaic? "

According to MBTA Director of Human Resources Robert Lewis, T police work a traditional police schedule of four days on and two days off. After hours and days off police are eligible for paid detail or overtime on a rotational basis with all officers having an opportunity to work starting with the most senior. Detail work (at construction sites, parking lots, etc.) is paid at a standard rate of \$19.00/hour while overtime commands time and a half. Lewis says there are no contractual restrictions on overtime or detail work other than the judgment of the Chief that an officer's total hours may be detrimental to performance of his regular duty.

Advisory Board staff confirm that MBTA records indicate that overtime appears to be spread equitably across the department. In 1987, 58 of the approximately 100 patrolmen earned more than \$10,000 in overtime.

MBTA Police Chief Thomas P. Maloney says the department uses the rule that an officer may not work more than 16 hours in a 24 hour period. He places no restriction, though, on total hours worked over a period of time. Defending current practice, Maloney claims there is a lot of extra work that

continued to page 6

A is for Alewife

Results are in. "Best of Show" award goes to Alewife Station, with Forest Hills a close second; the beleaguered Green Line takes the "Lotsa Luck" award hands down and the "You Call This a Subway?" prize falls to the Blue Line.

Following an August survey of station conditions along the MBTA rapid transit lines, Advisory Board staff announced their findings. The survey documented whether stations were clean and facilities worked as they were suppose to, with particular attention paid to escalators, elevators, pay phones and clocks. The general rule was that the newer the station, the better the station condition and the more amenities it offered.

Alewife, with its cavernous interior station design, impressive wraparound busway and monumental parking garage blew away the competition. Within immaculate Alewife, no less than four escalators (all working during the survey period) whisk commuters to various levels in the station. There is also a (working) elevator, which makes the station accessible to disabled riders. Fourteen pay phones are scattered through the station and busway, although three were broken during the Advisory Board visit. Alewife also boasts three (functioning) clocks, a rare commodity along the T system. The glass elevators (all working) which take patrons to the parking decks are an added touch.

Forest Hills is a similar transit treat and a boon to time-conscious patrons with its four face inside/four face outside dual clock towers.

continued to page 7

Information Please!

"People don't always know what a library can do for them and they're afraid to ask, afraid of imposing, but that's what we're here for. We would like to be a part of their every day working life." That's the message that Toby Pearlstein, Chief Librarian and Archivist of the State Transportation Library (STL), repeats to one and all.

Currently there are three groups comprising the library's regular clientele. The first group is composed of the tenant agencies in the State Transportation Building; the second includes consultants and city, state and Federal agencies; and, the third is the public at large, including students, hobbyists, transit enthusiasts, and even authors of fiction who want the locales in their books to be authentic.

The State Transportation Library was established in 1984 by the Secretary of Transportation who determined that there should be a central resource in the State Transportation Building serving all of the transportation agencies. Initially, the library was administratively attached to the MBTA; later, it gained independence with all tenant agencies contributing to library operating costs.

The library's current collection began with the merging of Central Transportation Planning Staff (CTPS) and MBTA inventories. Soon DPW and Massport materials were added, though Massport retains its own law collection. Library staff has combined these diverse collections into one central, uniform transportation resource.

Pearlstein claims that with Transportation Library staff now actively managing the gathering and sorting of materials from the various agencies, the library acquires historical information that would not otherwise have been saved and made accessible to readers and researchers. The collections currently available include:

The Main Transportation Collection covering all modes of transportation and related materials in management, economics, human resource development, census material, etc.;



*Let us
help you
find it.*

The Audio-Visual Collection including specific transportation topics, plus a general collection in management;

The Legal Collection containing approximately 8,000 volumes, including all Massachusetts and Federal law;

The Reference Collection comprised of general reference works such as encyclopedia, dictionaries, directories (including all of the State phone directories), etc.;

Specialty Services (computer-assisted research) including a customized bibliography of material that is either available at the transportation library or can be obtained from any of approximately 2,000 libraries through interlibrary loan;

The Periodical Collection containing over 200 titles ranging from technical transportation journals to general news publications such as Forbes and Newsweek;

The Book Exchange inviting people to drop off and pick up used books;

T Schedule Rack containing all of the transit schedules for the MBTA;

Complimentary Reports from the various agencies housed in the State Transportation Building.

Library staff aggressively market the center's resources through brochures, client agency newsletters and through widely distributing a bi-monthly publication of new acquisitions. The library also participates in the building management's orientation program for new building agency employees. In addition, the library offers its own customized orientation sessions for up to 30 people.

According to Pearlstein, library staff encourage agencies to alert the resource center to upcoming projects and to let staff know what kinds of information they require.

To use the library's resources, a person need only take a short escalator ride to the second floor of the Transportation Building and fill out a registration form at the library's front desk. The library is open from 9:00 a.m. to 5:00 p.m., Monday through Friday.

THE ADVISOR

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Promises, promises

Emotions ran high at the September 12th meeting of THE RIDE subcommittee of the MBTA's Access Advisory Committee. A vote of no confidence in Transportation Management Services, Inc. (TMSI), the brokerage manager for THE RIDE, the MBTA's paratransit system for the disabled, was passed unanimously. Consumers, frustrated by the repeated promise of a more efficient service, demanded action. Approximately 30 RIDE patrons attended the meeting.

The contract for THE RIDE in the Boston Core area (Boston and 17 surrounding communities) was awarded to TMSI on July 1. Previously, THEM, Inc. of Cambridge had managed the service for the MBTA. The Core Area services approximately 9,000 registered riders who because of a variety of disabling conditions are unable to use the T's prime systems.

Vans showing up early, late or not at all; untrained drivers, unsafe vehicles, and the sometimes abrasive attitude of TMSI's employees were mentioned by those present at the meeting. THE RIDE patrons claimed the problems are no longer the result of a "bumpy" transition, but rather reflect poor management on the part of TMSI.

Denise Karuth, Chairperson of the Subcommittee, stated after the meeting that TMSI obviously had had a rough start with THE RIDE program. "Hopefully, the improvements that seem to be showing up in the statistics will begin to show on the road."

On September 21 General Manager James O'Leary reported to the T's Board of Directors that the T had assessed TMSI \$57,900 in penalties for July service based on 820 missed trips and 18 at fault accidents. He added that the Authority had informed all Core Area patrons by mail that documented claims for out of pocket expenses attributable to RIDE performance during July were being accepted. To date the T has received 108 claims totaling just over \$2,000.

Commuter boat ridership soars

For a growing number of South Shore commuters, the commuter boat is proving to be a pleasant alternative to the overcrowded, delay-plagued Red Line.

Two operators, the Massachusetts Bay Lines and the Boston Harbor Commuter Service, run a total of six boats daily. Inaugerated just four and one half years ago, boats ranging in capacity from 145 to 320 now leave Hingham every 15 minutes during rush hour for the 35 minute ride to Rowe's Wharf in Downtown Boston. Most importantly, the service has experienced only one delay in recent memory and that vessel (which sprang an oil leak) set sail just 20 minutes late.

The Hingham service carried an average of 1047 rountrip passengers in July of 1987. By the summer of 1988 ridership was averaging over 1500. This was on top of a four fold increase in the first three and one half years of service. With the start of construction of the Central Artery/Third Harbor Tunnel, the number of passengers using boat service is expected to double once more. In a report prepared for the MBTA by Svedrup Corporation, existing boats and docks are projected to be able to handle up to 2,400 round trip passengers.

The cost for the ten mile, one way trip from Hingham Shipyard to Rowe's Wharf is \$3 or \$2.75 with a ten ticket book. Charge for a comparable ride on commuter rail is \$1.75 or less depending on use of full fare, 12 ride ticket or monthly pass. Parking for both is currently free. Figures for the first ten months of FY88 show commuter boat fare revenue covering 53.6% of expense, a fare coverage ratio far greater than that for other T services. Fares on bus and rapid transit matched 30.6% of expense for FY88 and fares on commuter rail totaled 28.6% of expense for the same period.

The most popular trip, according to data released for the month of June, is the 7:40 a.m. inbound (60% more passengers than the next fullest boat) and the 5:20 p.m. outbound (50% fuller). These trips each averaged 260 passengers daily during June. The heaviest travel days are on Monday and Tuesday.

There are currently 1300 parking spaces at the shipyard in Hingham. On a typical day 1100 are filled. The Svedrup report recommends improving shipyard facilities to make it easier for buses to maneuver, easing the competition for parking spaces. Currently, several "A"

continued to page 4



Good news; bad news

Cost per revenue mile for MBTA direct service (in constant dollars) declined for the second straight year according to Advisory Board analysis of expense and service miles figures released by the Authority. At \$7.18/revenue mile (1985 dollars), FY88 MBTA expense came in 4.8% below FY87 cost and 1.0% below FY85 cost.

Despite the good news which reflects increasing efficiency and productivity as the T expands service, the Authority's deficit continues to grow. Total T expenses in nominal dollars rose 8.0% in the fiscal year which ended June 30th and with income up just 6.5%, the deficit increased 9%. The Authority's fare recovery ratio (fares to expense) dropped to a low of 30.6%. Though expenses per mile of service have increased less than the rate of inflation during the present decade, the failure of income to keep pace with expenses has put a growing burden on state and local taxpayers who fund the deficit.

During FY88 Wages and Fringe Benefits, which account for just over half of T costs, increased 6%; materials, fuels and contracted services (31% of the total) were up 10%; and debt service



Governor Michael S. Dukakis swears in new MBTA police officers and celebrates the opening of the T police substation at Downtown Crossing - July, 1988

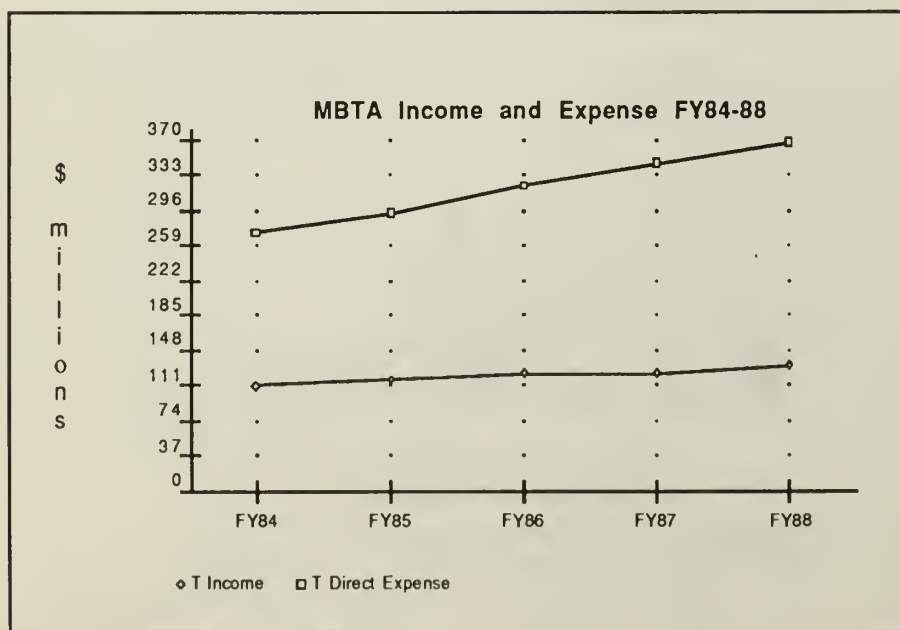
(17.2% of the total) rose 10.6%. Throughout the decade debt has been the fastest growing segment of the Authority's budget. It should be noted that debt service is directly related to the T's capital expansion program approved by the Legislature through the biennial transportation bond bill.

Boat (from page 4)

runs of the MBTA's 220 bus detour to the shipyard. Information on the number of patrons arriving by bus was not available.

Another popular ferry service, although not "daily commuter" oriented; is the Rowe's Wharf-Logan Airport run. Operated by Massport, it has enjoyed similar ridership increases. For \$6 each way, riders can board a boat every 15 minutes during rush hour and escape the increasingly nightmarish highway trip to Logan. As with the Hingham ferry, its popularity is expected to grow when the depression of the Central Artery begins. Other ferry services include sails between Charlestown and Long Wharf (\$1), Long Wharf and Hull (\$2), Quincy and Long Wharf (\$4.50), and Commonwealth Pier and Long Wharf (\$1). Plans are being made for new terminals at the Kennedy Library at Columbia Point, Clippership Wharf in East Boston, Charlestown Navy Yard Pier 11, Schrafft's Center in Charlestown, Burrough's and Sargent's Wharf in Downtown Boston.

For information about fares, timetables and routes, call Caravan for Commuters' hotline at 227-7665 or 800-248-5009, between 8:30 a.m. and 5:00 p.m.



Frank Keville: the four billion dollar man

Northeastern University named him Engineering Alumnus of the year in 1988; the Backbay Executives Club honored him as Engineering Executive of the Year in 1986. Daily, he oversees a staff of 407, has responsibility for approximately 100 construction and 60 design contracts, and manages a program valued at \$4.2 billion. Yet quiet, unpretentious, gentle, down-to-earth are the unexpected words people use to describe Francis M. Keville, Director of Construction for the MBTA.

Frank Keville began his career at the MBTA in 1966 as Project Manager of the Haymarket-North Extension project. Twenty-two years and many projects later he still recalls it as his favorite. At the time, the Haymarket project was the first major tunnel construction in Boston in over 50 years. Done in a cut-and-cover method, it covers a distance of 5.9 miles and cost \$161 million. At 1988 costs Keville estimates the price tag would approach \$1 billion. The Building of a Transit Line, written by Keville and recently published by the MBTA, documents the details of this favorite project.

Major projects completed during Keville's tenure as Director of Construction include the Southwest Corridor Project (Orange Line); the Red Line extension to Alewife; the extension of station platforms (Orange and Red Lines) to accommodate six-car trains; and, Phase I of the rehabilitation of South Station, including the head house and the new tracks with raised platforms. Phase II of the South Station project, the \$100 million bus terminal and parking garage, will go out to bid next year.

Other major projects under Keville's direction are just getting underway, including the design and relocation of the Green Line between Haymarket and Science Park. Plans include an 1100 space parking garage under a new Boston arena. There is also currently circulating a request for proposal to extend platforms on the Blue Line to allow the use of six-car

trains. As part of the modernization effort, there will be major reconstruction of Aquarium station (see "A is for Alewife" p. 1).

Next Spring work will begin on the commuter rail platforms at North Station. Existing platforms will be raised and lengthened to allow nine-car trains. Two permanent tracks will be added on the west and two temporary tracks on the east to permit continued service during the construction period for the 15,000 daily commuters who use North Station.

"The MBTA has come a long way in the past ten years," says Keville and he gives much of the credit for "turning the T around" to General Manager James

F. O'Leary. O'Leary, who has a reputation for being reticent with praise, in turn expresses great confidence in Keville calling him a "dedicated public servant" and a "top notch engineer."

"Frank Keville has put his stamp on the MBTA and the infrastructure of Massachusetts," exhorts O'Leary.

True to character, Keville passes on the accolades to his workers and fellow managers citing the type of cooperation, skill and effort that was involved in the fast track reconstruction of the two commuter rail bridges that were destroyed by fire in 1984 and 1985. "The T has the people and the expertise to get the job done."

Overtime report mixed

Hours of overtime worked by MBTA employees in FY88 rose 2.5% above the previous year's level. Nevertheless a number of departments registered substantial decreases in use of overtime. Automotive Maintenance for the second straight year witnessed a major decrease. Significant drops were also noted in Rail Equipment Maintenance and the Treasurer/Controller's department.

Dollars of overtime expense remained at 4.1% of total wages for the second

year; high, but still down from the record 5.5% in FY86. Authority efforts to closely control overtime remain in effect and have produced results.

The Transportation Department where use of overtime rose 10.7% warrants continued close scrutiny. Transportation accounted for 56.9% of all overtime in FY88.

Also of concern is use of overtime in the Police department (15% of departmental wages). See related story, "Limits on extra work urged," on page one.

MBTA Overtime Hours FY85-88				
Departments	FY88	FY87	FY86	FY85
Transportation	196,901	177,893	271,703	171,922
Engineering & Maintenance	31,574	30,145	30,607	37,460
Rail Equipment	23,684	25,074	24,238	30,649
Green Line	23,448	21,882	26,903	23,086
Automotive Maintenance	18,317	23,967	30,185	22,895
Treasurer/Controller	10,489	16,265	17,052	14,375
Police	30,110	30,960	42,859	61,583
Other departments (10)	11,511	11,364	8,718	18,371
Total	346,034	337,550	452,265	380,341

Southwest corridor gem sparkles

A T treasure discovered in August by Advisory Board staff is the "green belt" of the Orange Line, the Southwest Corridor Park. This link in Boston's Emerald Necklace (originally designed for the city by Frederick Law Olmstead), begins at Forest Hills and runs along the tracks ending just after Ruggles station.

The 52 acre linear park features a bike path and a separate walking path as well as tennis and basketball courts. In addition each station hosts a fair size playground fully equipped with swings, jungle-gyms, slides and other apparatus favored by children. Stoney Brook also offers the cooling relief of a working (and quite beautiful) fountain, inviting the tired visitor to doff her shoes and get wet.

A sunny August day found the park laden with joggers and walkers. The playgrounds were bustling with children while watchful parents relaxed and soaked up the warm rays. Comments were overwhelmingly positive with one regular bike path patron mentioning her concern that the Jackson Square area was not as consistently clean as the rest of the park.

The MBTA Construction Directorate manages five different contracts for upkeep of the grounds. These



contractors (and occasionally the MBTA itself) take care of litter and watering shrubbery. The Metropolitan District Commission is responsible for maintaining the greenlands (mowing and watering the grass).

By incorporating this "gem" in the Southwest Corridor Project, the MBTA has greatly aided the beautification of Boston neighborhoods.



Limits (from page 1)

needs to be done and officers want the work. He also states that often detail work comes in concentrated periods, the demolition of the old Orange Line being a case in point.

According to Maloney's figures, between January 1987 and June 1988 requests came to him for 166,411 hours of police overtime and detail work. His officers filled 134,807 hours; the T contracted out 31,077 hours to other departments; and 1,217 hours were left unfilled. Overtime accounted for almost half those hours with parking lot details (at T lots) making up about 40%. The remaining hours included detail work for other T departments or for contractors working on MBTA construction projects.

The top base pay for patrolmen is currently \$27,062 with up to an additional \$7,600 available for longevity, educational credits, night differential and holiday pay.

Urging a thorough review of extra hours of work (overtime plus details), Lerner said she would hate to wait until a tragedy strikes before the current situation is reviewed. "It appears to me that common sense calls for a limit on the total number of hours a patrolman can work each week - barring an emergency. The T limits the extra hours a driver or mechanic can work to 20 hours/week. Why not police? "

She added, "It is time to look at contracting out more of this detail work. How alert can an officer be if he or she is working a 70 or 80 hour week year in and year out!"

Alewife (from page 1)

Unfortunately there is no T regulated parking available, but the plethora of buses, commuter trains and local resident walk-ins make the station a busy one. Like Alewife, Forest Hills is a sparkling clean, tall, bright, airy station. Also, as at Alewife, the busway is clearly marked and easy for a novice to use. Two escalators, two elevators and eight pay phones (all working when visited) also aid the commuter.

A special award should be given to the Red Line's Central Square station in Cambridge. Not too long ago the station bore an uncanny resemblance to what subway haters imagine subway stations look like. Although no evidence suggests that the old Central Square station was particularly crime-prone, it nevertheless had a uniquely menacing feel. Now, bright, decorative tiles cover the interior and the benches set into the walls. The Authority's modernization efforts are to be commended here. In addition, though some riders say this is unusual, the station's two escalators and two elevators were working.

In sharp contrast to Alewife and Forest Hills were each of the Blue Line stations which to start with were uniformly filthy. Advertising and signage were ripped or defaced; litter was abundant. In addition, the outer stations do not feature much more than a pay phone and the only barrier free station (no elevator but a series of gently sloping ramps) is Wonderland, which is convenient to nothing except the racetrack. Fortunately for Blue Line riders, the MBTA will soon be undertaking a modernization program to lengthen platforms and spruce up interiors. Particularly grateful are users of Aquarium station who have become accustomed to pungent odors and deft at navigating swamp like conditions.

The Orange Line north of Haymarket, though architecturally similar to the Blue Line, offered a far more pleasant experience. Cleanliness

and apparent attention to routine maintenance were evident, leaving the impression with the rider of being in a totally different system.

Commuters who must use the Central Subway Green Line (roughly from Government Center to Kenmore) may be stuck with the most problematic facilities in the system. Though consistently clean, these stations were found to be small, crowded and stuffy. When a train enters Park Street westbound during the PM rush, a stampede atmosphere pervades despite the best efforts of T personnel at crowd control with announcements of arrivals and destinations. During this past summer, fans were attached to girders to circulate air, but with little noticeable effect. And although these stations sometimes look like they predate the Revolution, they were given extensive modernizations in the late 60s. On the positive side, at Government Center, Park Street, and Copley the rider can get a snack or a cold drink to strengthen his or her resolve. And it should be noted that Green Line riders who want to get "far from the madding crowd" might stroll over to the less busy Symphony and Prudential stations (on the E line), which resemble well-preserved relics of some happier time.

North of Government Center Green Line stations are generally devoid of any sort of comfort or appeal. Waiting in the extreme heat at North Station, in what felt like a small holding pen, was particularly unpleasant. Lechmere resembles a Wild West outpost, minus the charm, but at least it is at ground level. Science Park, on the other hand, requires an advanced degree in physical fitness just to scale its dreary stairwells. Needless to say, no Green Line station (nor any Green Line vehicles) with the exception of Park Street is currently accessible to riders in wheelchairs.

Scoring in the "O.K." range were Red Line stations on the Braintree branch. Square footage and amenities were adequate. Stations were reasonably clean and all escalators, elevators and clocks were working. Telephones were

ample, though three of the 28 counted were out of order. The Ashmont stations, in contrast, were smaller, older (and feeling it more) and with few rider comforts except an occasional pay phone. The one exception was Shawmut which offers a mechanized voice announcing train arrivals, thereby allowing riders to wait near the collector's booth instead of on the unmanned platform.

Platform construction at JFK/Columbia will doubtless bring many improvements there. Broadway and Andrew are undergoing what might be the same transformation as the miracle worked at Central. South Station still resembles someone's unfinished basement, but presumably it, too, will benefit greatly from platform lengthening and from the rehabilitation taking place at the railroad facility above.

In all, many riders are using stations that are new or have been greatly improved in the last few years. Another large part of the subway populace should benefit from improvements currently underway or in the design stage. With few exceptions most riders have already benefitted from the significant improvements brought about by the T's contracting out of cleaning services. Yet from the survey of the system came the sense that without proper planning and after-construction maintenance, any improvements may be short lived. Examples include the North Quincy to Quincy Center stretch of the Red Line which celebrates its seventeenth birthday this month yet looks twice as old and Park Street station which was given a \$3.6 million facelift in 1976 yet was more than ready for its recent makeover (Park Street - Red Line) to accommodate six-car trains. With some forethought and proper attention to maintenance the Southwest Corridor, for example, need not look like today's Ashmont line in ten years.

SHORT RUNS

Hands off ... Riders from the south and west have been using the much lauded Back Bay station for well over a year. The station has a particularly timeless quality since its clock has no hands

No swimming allowed ... Perhaps no station is as aptly named as the Aquarium stop. Riders can actually experience life in a fishbowl thanks to the perpetually waterlogged platforms, the aquatic taste and smell in the station, and the need to line up and stare across the tracks at other patrons while waiting for a train. Better than "Where's Boston" and much cheaper.

Annullment ... On September 20 and 21 the 4:20 p.m. trains to Norwood were "annulled" according to the public address system at Back Bay and passengers were squeezed into the next scheduled trains. Patrons are wondering whether next week missing trains can be "divorced". At least then provision for riders might be part of the official "settlement".

The no edition ... Not a new vocal group from Boston, but a new annual award (a.k.a. as the "ugly, mean-spirited and parochial" award) offered by the Advisory Board for the most *creative* newspaper writing of the year. Word has it that currently two local scribes are tied for the

honor. One for her fantasy editorial of August 22; the other (from a competing rag), for his already legendary ability to make up quotes.

Fogged out ... One regular commuter rail rider was recently heard wondering aloud whether a visit from George Bush might improve the quality of air at Back Bay, where breathable air visits about once every four years.

Off the record ... The CIA has approved plans for an extension of the Highland Branch to Pennsylvania Ave. T fast track wizard Frank Keville has committed to a January 20th completion. Work begins after the 7th game fans clear Kenmore.

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THE ADVISOR

NEWSLETTER OF THE MASSACHUSETTS BAY TRANSPORTATION AUTHORITY ADVISORY BOARD

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UNIVERSITY OF MASSACHUSETTS
JAN 11 1989

January 1989 Vol.6 No.1

Southwest passage rates high

Short headways on the Orange Line and bus route #49 mask erratic service according to the Advisory Board's Service Committee, which recently completed a field review of Southwest Corridor service. The northern and southern portions of the Orange Line were observed for five days; bus route 49 (Dudley to Downtown) which serves the Washington Street Corridor virtually mimicking the route of the dismantled EI was observed for a similar period.

Of the 107 a.m. trains observed on the northside Orange Line, only six (5.6%) were filled to crush capacity, 15 (14%) were full, and over 80% had room for additional riders. Conditions on the southside were more crowded. Of 108 trains observed, 17 (15.7%) were filled to crush level, 25 (23.4%) were full and approximately 60% had room for additional passengers. The Orange Line, north and south, compares favorably with other T lines. For example, last year's study of the Red Line found half the a.m. rush hour trains passing through North Quincy left potential riders standing on the platform.

The MBTA runs five sets of four car trains followed by five sets of six car trains on

the Orange Line during rush hour. Riders traveling during a four car string will experience worse crowding than during the six car string. Alternating four and six car trains would seem to make more sense.

The time between trains (headway) and the arrival times of trains were highly erratic. Morning service on both sides is scheduled at five minutes or less. Though the observed average time between trains was just over four minutes, the variability was high with waits of more than six minutes and less than three not uncommon. The short headways and surplus capacity temper the effect on riders of the variable time between trains. Riders on the Red and Green lines are not as fortunate.

In the evening the patterns were exactly reversed. The evening peak wave of commuters hit the system just before five and ebbed by 5:20. The southside string of six car trains does not reach the peak load point until five to eight minutes after 5:00, causing the worse crush around 5:00 p.m. Waiting until 5:15 to 5:30 to get a train home makes sense if you are an Orange Line regular. As in the morning, evening variability of headway is nicely offset by short headways and surplus

Fares in question

What is a fair fare? The question posed in the MBTA's brochure announcing hearings on a proposed commuter rail fare increase was answered by 71 people during six hours of public testimony December 12th and 13th. Additional riders sent written responses to the question. But the real story was the hundreds of riders who did not attend the well publicized hearings, leading to the conclusion that most are satisfied with service and are willing to pay more.

Those who testified generally acknowledged that fares had remained stable for a long time while the cost of living has risen. Yet most stated that an increase in fares should be coupled with an increase in the quality and/or quantity of service. Complaints ranged from old, frequently malfunctioning equipment and long unexplained delays on the North to crowded conditions and lack of full weekend service on the South. Insufficient parking was mentioned by both sides. The most oft repeated specific fare comment questioned the equity of a flat rate, across-the-board hike which would increase the ticket price for close in commuters at a much higher



Another year older and deeper in debt

1988 is the year when the MBTA consolidated gains made during the previous five years and continued to push ahead at a modest pace. On commuter rail the new Forge Park station opened and service to Providence was restored after a near-decade long absence. Travelers on the Attleboro and Framingham lines can now travel to Yawkey Station, which serves Fenway Park. The recent opening of the JFK/UMass Red Line station is a boon for South Shore riders who previously had to ride by JFK to Andrew and then double back on an Ashmont train if they wished to disembark.

The new Orange Line in its first full year of operation proved a success, drawing thousands of additional patrons (many of whom were previously riding T buses.) Six car trains started running along both the Orange and Red Lines, and the Riverside Green Line branch saw the implementation of three car trains. These service changes brought some relief to riders, although service along the Red and Green Lines remained predictably erratic.

History was made in 1988 when the MBTA, after a six year hiatus, printed and distributed new maps of its much changed system. In June 1988 the T extended an already two year old consulting contract which was to survey and upgrade system signage so that consultants could begin to design and rehabilitate "selected, existing signs." Though hope springs eternal that the confusing and often incorrect information found 'neath the streets of Boston might change for the better, patience is wearing thin with the inexplicably long delay in identifying flaws and implementing corrections.

1988 also saw the arrival and installation of a long awaited new consumer information phone system at the T. The Advisory Board's initial consumer test of the new apparatus found a marked improvement with all prime time calls answered by a live operator in less than 30 seconds. This contrasts with waits of up to eight and ten minutes as recently as December 1987.

Stations themselves came a long way in 1988. Most

planned station modernizations are nearly complete. The commuter rail portion of South Station has partially opened to rave reviews. The Alewife station and the Arts on the Line program won Presidential Design Achievement Awards, two of only 68 nation wide to receive that honor. In addition, the more prestigious Presidential Design Award was given to the Southwest Corridor, one of only two winners. The Southwest Corridor also won kudos from the American Society of Civil Engineers and the Massachusetts Horticultural Society. The Newton Centre Depot on the Green Line and the Canton Junction station on the Stoughton line received extensive facelifts and ground was broken for a new Lynn station and garage.

Other stations did not fare as well. What was conspicuously missing from the list of planned overhauls was word of any action on Route 128 Station Park development. After six plus years of rumors and an

continued to page 5

THE ADVISOR

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Eugene C. Brune

Executive Director:

Anne M. Larner
120 Boylston Street
Boston, MA 02116-4604

Board votes budget

On December 2nd the Advisory Board unanimously approved an MBTA operating budget of \$614.6 million for the fiscal year beginning July 1, 1989. The approved budget allows a 6.7% increase over the current budget and a 2.9% increase in expense per mile of revenue service. The final approved budget was \$2.7 million less than requested by the T.

Debt Service on bonds funding the T's capital program registered the largest percentage increase within the line item budget. In the new fiscal year interest and principal payments will account for 20% of the Authority's operating budget at a dollar figure 22% above that for FY89.

Other line items showing marked increases were workers' compensation, health insurance costs, and subsidy for paratransit services.

Reductions made by the board include rejection of the Boston School Department's request to transport additional high school students on the T and a \$1.2 million cut in the commuter rail subsidy, a move that is intended to encourage the T to increase the average commuter rail fare by \$.50.

Following the budget vote, the board passed a resolution asking the Authority to have in place by July 1, 1989 a plan to increase MBTA income to conform to a minimum 33% fare recovery ratio. Board

continued to page 7

Southside maintenance facility approved

On November 23rd the MBTA Board of Directors approved construction of a \$31.2 million maintenance facility to service the Authority's southside commuter rail fleet. Currently all commuter rail trains must be serviced and repaired at the Boston Engine Terminal (BET) in Somerville. When a train from the south needs servicing or repairs, it must be

brought through the cities of Boston and Cambridge along a speed restricted, highly congested freight spur. The new facility will be located near the Cabot yard in South Boston, making the torturous cross town journey for repairs unnecessary.

The 59,000 square foot facility will be used for daily servicing, fueling, cleaning

continued to page 7

TOP TWENTY BUS ROUTES				
Rank	Route Number	Route Name	Weekday Boardings	Type#
1	39	Forest Hills - Copley	28,000	Repl
2	1	Harvard - Dudley	15,861	Circ
3	23	Ashmont - Ruggles	11,500	Circ
4	29	Mattapan - Ruggles	11,500	Circ
5	57	Watertown Sq. - Kenmore	9,942	Repl
6	66	Allston - Dudley	9,149	Circ
7	28	Mattapan - Ruggles	7,300	Circ
8	111	Woodlawn - Haymarket	6,774	
9	77	Arlington Hts. - Harvard	6,718	
10	34	Walpole Ctr - F. Hills	6,653	
Total			113,397	
11	43	Park/Tremont - Ruggles	6,062	
12	70	Cedarwood - Central Sq.	5,904	
13	73	Waverly - Harvard	5,834	
14	47	Central Sq. - Andrew	5,731	Circ
15	49	Dudley - Downtown	5,580	
16	32	Wolcott Sq. - Forest Hills	5,536	
17	15	Field's Corner - Ruggles	5,421	Circ
18	71	Watertown Sq. - Harvard	5,396	
19	22	Ashmont - Ruggles	5,000	Circ
20	11	City Point - Downtown	4,848	
Total			55,312	
Total top 20			168,709	

Circ means route connects two subway stops bypassing Boston Business District; Repl means line replaces fixed rail service.

Top buses: packed by popular demand

According to figures released by the MBTA twenty bus routes account for 43% of T bus riders; 29% of the T's 394,000 average daily boardings are on just ten routes.

Bus route 39 which temporarily is replacing Arborway streetcars is the most heavily

travelled route. Route 1 from Dudley to Harvard is a distant second. Five of the top seven routes offer circumferential service while the remaining two well patronized routes replace light rail. The most popular express bus route is the 304 which travels from Watertown Square via Newton Corner to Downtown

Jurist prudent

"The diversity of issues, hands-on experience,... and real world practical applications make this an excellent place for a lawyer to use his skills," claims Greg Flynn, newly appointed General Counsel of the MBTA, in explaining why he came to the T from the U.S. Attorney's Office in January 1985. After three and one half years as Deputy General Counsel, Flynn was tapped this October by the Authority's Board of Directors for the position of top T lawyer. Prior to 1980 and his stint at the federal level, Flynn was in private practice in Waltham.

Flynn heads a legal department which houses 20 attorneys and a variety of support personnel, including investigators, photographers, legal assistants, and secretarial and clerical staff who, he points out, "hold this place together." The department is divided into four major areas: Construction; Real Estate; Trial; and, General Law. Though Flynn's staff spends considerable time providing legal support to the directorates at the T, they take the lead in handling tort claims against the T. Flynn estimates that the MBTA currently is the object of 3,000 claims each year, ranging from \$10 reimbursements for dry cleaning to personal injury claims in the millions. Of these claims, approximately 400 result in suits. "Like any good insurance firm, we try to aggressively manage our claims, and with the

cooperation of [the] Safety [Department], the T police, and line personnel, we make sure that cases don't inappropriately end up in suit." Praising the T's internal data gathering system, Flynn singles out the Safety Department and the T police for their fine work in support of tort work.

Speaking about the Authority's attempts to have the T's liability capped by legislation, General Counsel Flynn points out that "[j]ury awards are escalating at a record pace to the point of straining the resources of the Commonwealth's insurance companies." Though just having filed legislation for the fourth year to cap the MBTA's liability at \$100,000, Flynn is not sitting back and waiting for the legislature to act. On the contrary, he is working on increasing safety, trying to manage claims aggressively, and attempting to establish appropriate legal defenses that limit the range of damages compensable by the Authority. Over the past year, according to Flynn, there were "several SJC [Supreme Judicial Court] decisions that have clearly set forth the nature of damages available against the T in particular, and in personal injury accidents in general... We've tried to get the courts to determine the type of damages that are not recoverable against the T."

The tort cap bill remains an Authority



legislative priority. The Authority's total legislative package is coordinated by the Law Department and in addition to the proposed cap includes a redefinition of T police powers and changes in wording to allowing more flexibility in real estate transactions and in construction projects.

On the personal side, Greg Flynn lives in Weston with his wife and four children, two sons and two daughters. He is a graduate of Holy Cross College and Suffolk University Law School and has an LLM (Taxation) from Boston University Law School. Flynn has been a member of the bar since 1977 and serves as a trustee of the Waltham/Weston Hospital and Medical Center. □

Another year (from page 2)

occasional surfacing of the appointed developers, Gilbane, not a spade of dirt has been lifted and none seems imminent in 1989. At the end of July the Wollaston station on the Red Line was flooded with over two feet of water, forcing the evacuation of 100 people. The Quincy Center garage, less than twenty years old, was found to have major structural defects and will require extensive repair.

The MBTA toiled ceaselessly to bring cult-yah to the masses in 1988, often with mixed results. Several complaints were registered against the artistically significant but unbearably uncomfortable "chairs" and "benches" at the Downtown Crossing (nee Washington Street) station. The installation of "Pythagoras, Keppler and Galileo" by Paul Matisse (Henri's grandson) in the Kendall Square station rang bells with riders, who are usually given time to practice.



Back Bay station was dedicated to A. Philip Randolph, a prominent labor leader and civil rights activist. His life-size statue, seated in the middle of the train waiting area, adds interest and warmth for those passing time. One of the most bizarre transportation, but not T-related, art controversies concerned an exhibit at the Transportation Building consisting of toilets in a ring topped with copies of the Congressional Record.

Events during the year revealed little of what the future might hold. Several service decisions were put on hold including the 11 year old question of what sort of permanent service will run down Washington Street now that the elevated is just a memory. Arborway residents, coping with the second major "reconstruction" of Huntington Avenue in a decade, have been left hanging over whether full or partial trolley service will be restored. Announcement of a decision has inexplicably been postponed several times and a timeline for the final word is still unknown.

Some predictions for '89: commuter boat and commuter rail will continue to increase in popularity. The Green Line "rush hour" will expand from eight to ten hours per day. Red Line rides will still be an exercise in patience and forbearance. It will be harder and harder to find parking along any T service lines. Buses will continue to travel mostly empty (except during the peak of rush hour) and will follow schedules known only to God. The Watertown temporary experiment will complete yet another year of experimental service. Riders will continue to enjoy the system for only a fraction of what it costs to transport them. Tourists will never figure out what it costs to ride the Green Line. Donald Trump, Robert Campeau and/or a foreign cartel will attempt to buy some or all of the T, but the deal will fall through when the paperwork gets lost on the Red Line. □



Passage (from page 1)

capacity.

When the Southwest Corridor opened in April, 1987, many people who had taken the EI found it more convenient to take the #49 bus from Dudley to downtown instead of the new Orange Line. Observations along route 49 indicate that service is more erratic, slower moving, but less congested than on the Orange Line. Of 152 morning and evening bus runs observed, only eight (5.2%) travelled at crush load, 13 (8.5%) were full and the remainder had room for more people. Sixty of the 152 trips noted (39.4%) actually had empty seats let alone standing room. This may be because "bunching" (one bus following closely behind another) is chronic and arrival times are predictably unpredictable.

Morning service is scheduled for every six minutes or less, but buses actually arrive three and three



quarters minutes apart on average with a standard deviation of over three minutes. The typical morning arrival pattern in downtown was back to back buses followed by a six or seven minute interval and then two more back to back buses.

The average evening wait is twice that of the morning, just under seven minutes, but well within the promised "eight minutes or less" on the public schedule. The average wait is somewhat deceptive, though, since the standard deviation of observations is four minutes, giving regular riders common waits of up to 11 minutes. Evening bunching was rare from our observation point near the beginning of the route. The use of a starter may well be key to the better pacing in the evening. The Advisory Board's 1986 study of MBTA bus reliability found service less variable when a supervisor was stationed at a route end point. Route 49 service is distributed fairly evenly throughout the entire rush hour, and crowding seems to depend on time elapsed between buses rather than time of day.

All in all daily commuters in the Southwest Corridor area, whether they ride bus or subway, enjoy some of the best service in the T district -- at least during rush hour.

Field work and analysis for the study were put together by Service Committee members Susan Bregman and David Dao representing Boston and staff member Bob Blake. Observations took place in June, September and October 1988. □



Hearings (from page 3)

percentage than that for outer zone commuters. Suggestions on how a reallocation might look were handed in by several commuters.

MBTA figures collected in October show that 36,181 inbound passengers ride commuter rail on a typical weekday. Despite some legitimate complaints, ridership continues to grow at a rapid clip, up almost 7% over the July 1988 count. Roughly 60% of system riders use the southside system; the remainder, the north. Twenty-five of the 71 people who testified used trains out of South Station; the remaining 46 speakers were from communities to the north. □

Southside (from page 3)

and light maintenance of southside trains. It will be designed so that heavier work, such as changing traction motors and wheel sets, can be performed as well. M. DeMatteo Construction Company of North Quincy, the company which completed the two year reconstruction of the Southeast Expressway, has been chosen to build the new facility. DeMatteo was the lowest of three bidders for the job.

The new facility will give southside riders an automatic train washer, an added bonus. Regular commuters from the south have long commented on the grimy train windows, particularly in the winter. Cars based south of Boston

are not washed in the cold months because there is currently no indoor washing facility on the southside. Winter washing is limited to times when trains are brought to the BET for maintenance or repair.

The new facility will also benefit riders to the north. Current T practice distributes older trains and locomotives which are prone to breakdown to the northside where, if a breakdown occurs, they can be more easily shunted into the BET. Once the new facility is completed, more even assignment of new rolling stock should be the norm.

Construction is scheduled to begin shortly and is expected to take two years. □

Budget (from page 3)

members voiced concern that the State's subsidy was growing at an accelerating rate while other sources of income were not aggressively explored, fares remained constant, and assessments from District cities and towns were capped under Proposition 2 1/2. In their report the Finance Committee expressed the belief "that in light of the growing competition for state dollars, the State and the district communities will be unwilling to increase annually their support of the T if fare income and other T revenues continue to lag so far behind

expenses." In its analysis of solutions the Finance Committee stated, "It is clear that if the T is to increase its income significantly, the Authority must look to fare revenue." MBTA fares account for 90% of T income and according to an Advisory Board survey are among the lowest in North America. They have not been raised since 1981.

The Finance Committee's report on the FY90 MBTA budget is available from the Advisory Board Office at 120 Boylston Street. □

ANNUAL MEETING
MBTA ADVISORY BOARD
February 6, 1989
1:00 p.m.
State Transportation Building
o election of officers
o presentation by Service Committee

SHORT RUNS

THE FOG CREEPS IN ...
Daily bus riders have been queuing up for eye exams because many have failed to master the T's hi-tech (and fading) eye chart, the RTS destination sign.

BAROMETER FALLING ...
Storm warnings are up, but *fare* weather will prevail according to our expert sources.

A BREATH OF FRESH AIR...
Yuletide decorations and friendly vendors have added a welcome warmth as well as consumer convenience to the

winter barrenness of both Back Bay station and the State Transportation Building.

UMBRELLA WEATHER ... At recent hearings commuters using the Ipswich line told of the need to unfold their spoked instruments *inside* the train as well as out to find protection from the elements.

A NEW [AF]FRONT FORMS ...
One of our western sources, Deep Drain, reports that at least 50% of Green Line drivers are unfamiliar with the \$1.50 ten-ride ticket and fail to punch a ride on the ticket,

making the \$14 dollar bargain a basement special!

SCATTERED CLOUDS ..
Patchy collection practices also haunt commuter rail where tales of crowded conditions and trainmen's failure to collect fares are becoming common place.

WINTER DOLDRUMS ...
Precipitated by the absence of decisions on Arborway and Washington Street replacement service, this disease lingers and fear arises that it may mutate into the chronic "Watertown" strain.

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THE ADVISOR

NEWSLETTER OF THE MASSACHUSETTS BAY TRANSPORTATION AUTHORITY ADVISORY BOARD

April 1989 Vol.6 No.2

\$ Millions lost as absences soar

MBTA absence hours soared during Calendar Year 1988 reaching a record high of over 29 days lost per Full Time Equivalent (FTE). The "average" worker among the more than 6300 MBTA employees (FTE) spent 11.6 days absent from work because of accidents, 10.3 days with illness, 4.1 days under suspension and 3 days on a range of other business from jury duty to absence without authorization. Assuming that most lost time had to be covered by overtime, just the increase in the hours lost per employee in 1988 over 1987 cost the Authority an estimated \$4.9 million in 1988. Cutting the absence rate

in half, according to Anne Larner Executive Director of the MBTA Advisory Board, would allow the T to reduce its manpower by more than 350 persons and save an estimated minimum of \$15.2 million annually at current wage rates. This is not an unrealistic goal, states Larner, since 1988 absence hours per employee are more than double those for 1980.

Time lost because of work related accidents jumped for the second straight year in 1988, raising the two year increase in that category by 51.8%. For the first time in recent memory more time was lost at the T because of accidents than due to illness. "The

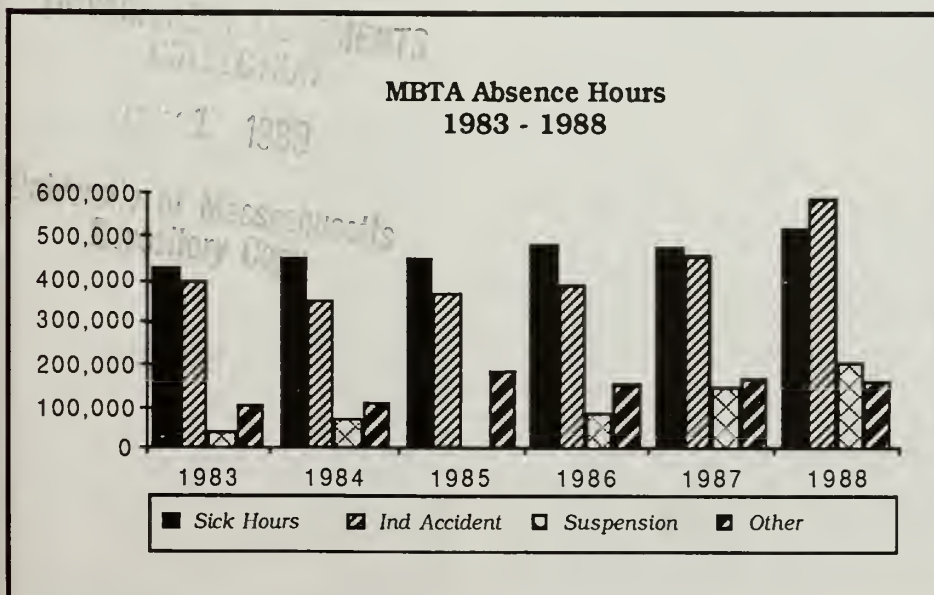
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Sign upgrade stalled

Future improvement in the quality and accuracy of visual information available to riders on the Massachusetts Bay Transportation system appears limited according to Advisory Board staff who have been surveying station signs and graphics and investigating recent efforts of the Authority to update such information.

Three years ago this month the MBTA Board of Directors awarded August Associates Architects, Inc. (AAA) a contract to inventory and assess the state of signs and graphics on its transit system and to provide a program to remedy problems. Thirty-six months and \$283,000 later, the same inaccurate signs which plagued the system in 1986 still serve the public. A March 28th tour of key rapid transit stations by Advisory Board staff found a number of problems including no systemwide maps (noting both rapid transit and bus lines) more recent than 1971, lack of signs (even in Red Line stations) showing that JFK/UMass can be reached by either the Braintree or Ashmont Branch and a scattering of very old signs such as a prominently displayed

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Pass program fails

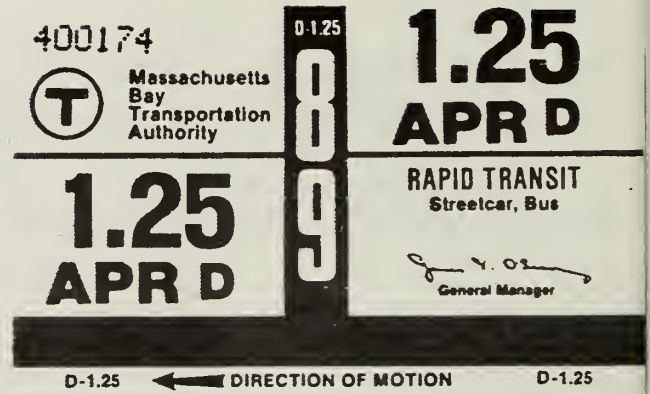
A significant portion of the MBTA's pass-wielding ridership travels in a gray fringe area where what they pay for transit service is seemingly arbitrarily imposed and subject to individual interpretation.

For most commuters the MBTA's fare and monthly pass system is fairly straightforward: most T bus riders pay \$.50 or use a monthly A pass; most rapid transit riders pay \$.60 or \$.75 or use a monthly B pass. Riders who use both means of travel pay both fares or use a monthly C pass.

However, commuters traveling west of Reservoir on the Green Line's Riverside Branch or south of Wollaston on the Braintree Branch of the Red Line ride in the T's limited (Twilight) zonal system. Theoretically, fare zones ensure that fares paid approximate distance traveled. Passes are also priced with this in mind. While zones work well in other transit systems, the MBTA's fare zones create confusion. Not even T employees are sure which pass passengers should use.

The pass problem centers around the Authority's assumption that all riders travel from far flung points of origin to Boston's Central Business District and that patrons should pay the full cost of transfers to get to the city but have free transfer once they arrive downtown. Combination passes C (\$36 per month), D (\$40), E (\$48), and F (\$56) were designed on this basis. Thus two neighbors who reside near the Green Line and who take streetcar plus bus for the same distance but in opposite directions require different passes. A rider boarding at Chestnut Hill and heading east to transfer to a bus at Brookline Village requires a C (\$36) pass; a rider boarding at Chestnut Hill and heading west to transfer to a bus at Newton Highlands requires an F (\$56) pass. A Newton Corner express bus patron can transfer from the express bus in Boston to a local bus on her C (\$36) pass, while her fellow Newton resident who wishes to take a local bus six blocks to Newton Corner to transfer to the express bus (and needs no intown transfer) must purchase an E (\$48) pass.

Three passengers travel on the Red Line. Passenger #1 rides the Ashmont Branch three stops and transfers to the Mattapan High Spced Line, which is considcred local service likc buses. He needs a B (\$22) pass. Passenger #2 travels three stops to Harvard Square and transfers to a bus for a ride of equal distance. He/she needs a C (\$36) pass. Passenger #3 rides three stops on the Braintree Line disembarking at Braintree to transfer to a bus. He requires an F (\$56) pass. These often misunderstood prieving schedules create confusion and result in rider/driver clashes with each party convined the other is out to



swindle him.

According to an article in *The Newton Tab* on February 7th, two MBTA drivers called three different T employees to ask which monthly pass should be used on five different routes serving Newton. Each employee gave a different response. Another route to find the definitive answer should be the T's pass brochure which is supposed to "indicate how to select the pass that benefits you most." State Representative David Cohen, testifying at the T's February fare hearings, quipped that understanding the brochure virtually requires legal

continued to page 7

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The select elect!

At its Annual Meeting on February 6, the Advisory Board elected new officers. Francis X. McCauley, Mayor of Quincy, received the nod as Chairman for 1989 with James Milano, Mayor of Melrose, and Richard Leary, Town Administrator of Brookline, sharing the second spot as Vice-Chairmen. John Weaver of Holbrook was elected Clerk.

As his first official act McCauley named Loraine Dunn, Braintree's Designee, as Chairman of the Executive Committee and re-appointed Eleanor Seaton, Scituate, as Chairman of the Board's Finance Committee. The elections and appointments were effective immediately.

Fare program approved

On March 29 the third in a series of MBTA fare hike proposals was approved by the T's Board of Directors, completing modest hikes for all T service except local buses and inbound Green Line service on the B, C, and E lines. Commuter rail zone fares with the exception of the 1A and 1B city zones were raised an average of 30% effective March 1; subway, rail zones 1A and 1B, Riverside Line and express bus fares were raised a similar percentage, effective May 1.



Thomas P. Glynn takes command

On March 20 Thomas P. Glynn was sworn in by Governor Michael S. Dukakis as General Manager of the MBTA, succeeding James F. O'Leary who after eight years at the helm of the T directing a major rebuilding program departed to set up his own consulting firm.

Glynn is best known in Massachusetts for his five years as Deputy Commissioner of the Massachusetts Department of Public Welfare and a prime force behind the nationally acclaimed ET Program. As General Manager of the MBTA, he has set as his priority making the T more user friendly for passengers. He hopes to attract increased ridership to a transit system pledged to be clean, efficient and on-time. Early signs, including issuing public service awards to a number of frontline MBTA employees at his own swearing in ceremony, indicate Glynn places high priority on employee morale and support of those who deliver daily service as key to improving the standard of service received by passengers.

A proposed revision of the basic pass program covering bus and subway service featured nine new passes. Widespread concern about the complexity of the proposal convinced T management and Board of Directors to go back to the drawing board and consider alternatives. A final proposal for passes is expected to be approved by the end of April, in time to be implemented by July 1. Meanwhile, for two months T pass

holders will continue to enjoy T service at pre-fare hike rates. It is expected this bargain will win new converts to the pass program. Commuter rail pass holders enjoyed a one month reprieve from new rail fares with their pass costs rising April 1.

Contradicting popular theory on the unresponsiveness of public agencies, the T Board of Directors modified each of its three fare hike

continued to page 6

New budget chief on board

On March 20 Thomas Glynn, General Manager of the MBTA, appointed Jane O'Hern Budget Director of the Authority. O'Hern replaces Richard Goff who resigned in early February. Goff had been a familiar presence to Advisory Board veterans of recent budget sessions. The appointment was effective immediately.

O'Hern graduated magna cum laude from William Smith College in Geneva, NY. After working for several years in the mental health field with developmentally disabled children and adults, O'Hern returned to academe to pursue a Master's in Management at the Heller School at Brandeis University.

In 1983 O'Hern joined the Massachusetts Department of Revenue. As Assistant to the Commissioner she oversaw programs to increase tax enforcement and improve services to Massachusetts taxpayers. In January 1987 she was named Chief of the Bureau of Analysis, Estimation and Research. She and her staff concentrated on improving the accuracy of tax revenue forecasting in the Commonwealth of Massachusetts.

Frank Keville former MBTA construction chief

Francis M. Keville, former Director of Construction for the MBTA, died March 4, after a brief illness. Though not well known to the public, Frank was a model public manager who left a lasting imprint on key MBTA construction projects during the last 20 years. He arrived at the T in 1966 as project manager of the Haymarket-North Extension. He later became project manager of the Red Line extension to Alewife and as Director of Construction oversaw completion of the Southwest Corridor Project, Red and Orange Line Station Modernization Program, and Phase I of the rehabilitation of South Station. In November 1988 he was tapped by Secretary of

Transportation Frederick Salvucci to oversee the Massachusetts Turnpike Authority's role in construction of the Third Harbor Tunnel.

Well respected by fellow engineers and managers, Frank was in recent years awarded the Engineering Executive of the Year award from the Back Bay Executive Club (1986), the Clemens Herschel Award from the Boston Society of Civil Engineering (1988) and Alumnus of the Year from Northeastern University (1988) among other honors.

A quiet, unassuming and plain talking man, Frank was among the T's most well liked and respected executives. His projects were well run, his answers were straight, and he was ever a gentleman. He will be missed.

Low complaint rate persists

Commuter rail riders, especially on the south side, complain about T service and personnel at more than double the rate of other MBTA passengers according to an Advisory Board analysis of MBTA complaints data for 1988. Yet the biggest news coming from the analysis is how few riders file complaints. During the past year, 9,869,735 passengers rode commuter rail on the five southside lines yet only 671 complaints were lodged. The northside service attracted

7,939,872 patrons and 403 complaints.

As low as these rates are, they are far higher than for rapid transit and bus service. The most outspoken rapid transit riders were Orange Line patrons who complained at the rate of 3.1 per 100,000 annual riders. Perhaps querulous commuter rail passengers influenced the results, since the Orange Line has become the major rapid transit transfer connection to commuter rail. The Green Line,

continued to page 6

Signs (from page 1)

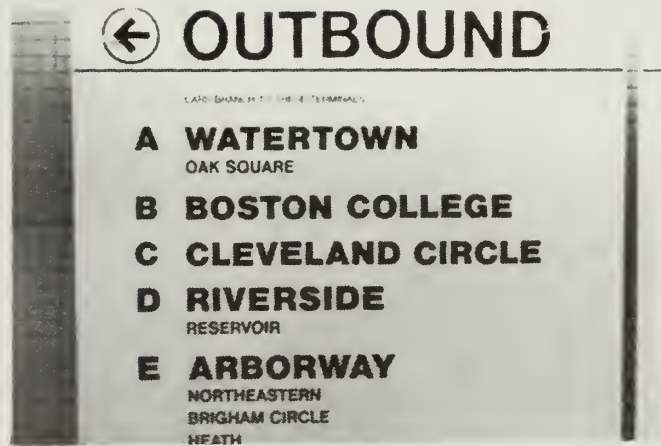
sign at Arlington Street directing riders to the Watertown Branch of the Green Line. That branch has not run since 1969.

Queries regarding the apparent slow pace of progress in upgrading MBTA signs revealed that issues of money, management and T priorities plagued the sign upgrade program. In May 1987 AAA issued a final report along with six volumes of pictures and schematic drawings documenting and locating all existing signs in and around MBTA rapid transit and light rail stations. The report details what many observers have sensed for years. "There are broken signs, out-of-date signs, signs with incorrect information, and signs which do not present the same information in a consistent manner throughout the system." Passengers must rely on T personnel rather than signage for key information.

In addition to inventorying all signs in the rapid transit stations and identifying inaccuracies, the report underscored several problems: the T lacks an ongoing sign maintenance and replacement policy; no one person has overall responsibility for signage; and current guidelines do not include a protocol for temporary signs announcing service disruptions or service changes. T guidelines on signage need updating and "amplification" to include issues not currently covered and to provide a standard for consistency.

According to T spokesman Peter Dimond, a vote on a contract to fabricate and replace 1000 signs will be before the T Board of Directors in the "very near future." The price tag will be an additional \$265,499 and the job is expected to take six months to finish from notice to proceed. Project Manager Peter Calcaterra stated that while replacement of inaccurate signs is moving forward, there is currently no plan in place to keep the AAA inventory up-to-date or to regularly review signs as rehabilitation and extensions change the T.

Underscoring that the soon to be awarded fabrication/installation contract will only correct signs within rapid transit stations that contain inaccurate information, Calcaterra stated that progress on the program to improve the T's visual information has been hampered by lack of funds. Permanent signs which are vandal resistant are expensive. A multi-year overhaul and upgrade of all signs (including every bus stop sign) is estimated at \$23.5 million. The current project is just the first of a series of sign projects. Still to come are replacement of damaged signs, replacement of the systemwide and neighborhood signs in RTL stations which are not covered by the current project, complete



replacement of all system bus signs to include current bus schedules at every stop, additional information signs to address issues not adequately covered by current signage, introduction of electronic signage with "real time" information on train/track conditions.

T plans are ambitious and consultant work to date appears thorough, on time and comprehensive. Delays within the MBTA, the apparent low priority given to the project in the past three years and the failure of top management to support the already substantial investment of funds with changes in maintenance and review practice does not bode well for a permanent upgrade in systemwide signage. Though investment in a comprehensive signage upgrade program could be expensive, no analysis has been made of the labor costs that could be saved if riders were able to depend on clear and accurate signs rather than uniformed T personnel for information.

Complaints (from page 4)

which has a reputation for variable service, actually had the lowest complaint rate -- 1.4 per 100,000 passengers, though there were more than a few disillusioned riders on the Boston College (2.9 per 100,000) and Riverside (3.0 per 100,000) branches. Red Line passengers complained at a rate of 2.1 per 100,000 riders; on the Blue Line the rate was 1.6 per 100,000. Commuter rail and the Red Line were the only places on the system where riders complained more about service than about T employees.

In 1988 the T received and processed 6,426 complaints, up 3.1% from 1987. This figure represents only 25 complaints per business day (Monday through Friday, excluding holidays). Reports reaching the Advisory Board office that all lines to the complaint number are often busy, raise questions about the percentage of probable complaints which never reach the T. According to Vermelle Parks, MBTA Manager of Customer Relations, three operators handle complaint calls (using three dedicated phone lines) during regular business hours. Parks personally monitors telephone access and states the complaint lines are rarely tied up for any extended period. The morning, 8:30 to 9:30 a.m.

Commuter Rail	
Northside	5.1
Southside	6.8
Orange Line	3.1
Red Line	2.1
Blue Line	1.6
Green Line	1.4

is usually the busiest time. Parks feels that if complaints are not getting through, it is most likely callers are trying the often busy travel information number rather than the complaint number. **722-5215** is the correct number for complaints and commendations. Operators are waiting!

Fares (from page 3)

proposals to take into consideration comments made at a series of open hearings. The directors tossed out flat fee increases in favor of graduated increases for subway, express bus and commuter rail zones and created a local fare on the Riverside line which will allow passengers to ride within Newton for half the \$1.75 fare.

Subway and express bus increases are expected to yield \$11 to \$12 million dollars annually for the T; commuter rail hikes are projected to contribute \$6.1 million each year to Authority coffers. MBTA fares had not been increased since 1981.

	Red Line	Orange Line	Blue Line	Green Line	Total	Percent
Employee Service	281	122	66	301	770	37.29%
Maintenance	347	53	56	156	612	29.64%
Physical Plant	206	102	39	137	484	23.44%
Other	2	0	0	1	3	0.15%
	63	55	8	70	196	9.49%
Total	899	332	169	665	2065	100.00%
Percent	43.54%	16.08%	8.18%	32.20%	100.00%	

Studies published

The Advisory Board has recently released three of four volumes in its multi-year study of future MBTA service, cost and funding alternatives. The study was prepared under a grant funded by the Urban Mass Transit Administration (UMTA). The fourth volume is expected to be released in the near future.

Volume I, Future MBTA Ridership, Revenue and Costs looks at Authority service options for the mid 1990s and examines the costs and potential ridership of a number of alternatives. *Financing MBTA Operating Costs: Alternatives for the Future, Volume II*, analyzes alternate tax-based and non-tax based strategies for funding the public costs of the T. *Volume III, MBTA Fares: An Analysis*

of Current Policy and Practice, focuses on the T's fare structure and the role fares should play in supporting transit costs. The final volume, *The MBTA Assessment Formula: an Evaluation and Recommendation*, documents issues and inequities in the current formula used to assess T costs on district communities. Options for revising the formula are presented.

A public panel is scheduled to review each of the volumes and make specific recommendations to the Advisory Board for action and/or possible legislation.

Copies of volumes I through III are currently available by calling or writing the MBTA Advisory Board (617 426-6054). Requests for volume IV will be honored when the report becomes available.

that total time lost at the Authority has increased 50.7% since 1983 while manpower (in full-time equivalents) has risen an estimated 4.7% in the same period. In addition the leveling of lost days due to illness -- apparent in recent years -- has ended with illness related absences increasing 9.8% in 1988. "For a while the T looked as if it had some effective programs in place to monitor and control sick days, but it is clear now the programs are not working," stated Lerner.

Absences (from page 1)

situation with time lost to industrial accidents appears to be out of control," stated Lerner.

The lack of accurate historical data on MBTA manpower; the use of different policies for recording long term absences in various departments; and changes in the makeup of departmental reporting units render tracking of departmental absence trends exceedingly difficult. Nevertheless, existing documents show

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Pass Program 723 2215 Transit Information 723 2200

Pass (from page 2)

assistance. According to that brochure an E pass is valid for among other things "All Bus And Trackless Trolley Fares Up To \$1.00 That Connect With A \$.60 Station Or \$.75 Stop On The Blue, Orange, Green And Red Lines. For First \$.50 Fare On All Local Bus Or Trackless Trolley Routes With The Exception Of Routes That Connect With Quincy Adams And Braintree Stations. Balance in cash, if any." Of course!

When asked by *The Newton Tab* about fare compliance and confusion, a T spokesman replied, "There is room for improvement and enforcement. The problem is how confrontational should the driver get with passengers who are not doing the right thing." Advisory Board staff suggest the real problem is an unnecessarily complex pass system based on outdated assumptions and the Authority's failure to clearly and consistently inform passengers of correct usage when passes are purchased.

SHORT RUNS

SPORTS EXTRA...Playing defense, departing General Manager Jim O'Leary issued a missive to Advisory Board members to "ameliorate any misunderstanding" arising from the Service Committee's February report. But the enclosed "service statistics" book failed to protect the T from the Committee's strong offense.

ARTS/LIVING...On Red Line schedule cards the re-renamed Kendall Square/MIT station appears as "Cambridge Center," a name discarded. Downtown Crossing is still

"Washington." But half a loaf is better than none: Arborway cards have no maps showing the route; and no bus cards indicate stops.

ON THIS DATE IN HISTORY...Since 1984 the T "has been looking into" creating tourist passes offering unlimited travel for a week or a weekend. The passes are still nowhere in sight 260 weeks and weekends later.

SUNDAY SUPPLEMENT...On Sunday, February 26, readers of the local press were treated to a glitzy T

promo - with no advance warning, little information for the rider and no planned follow-up. The \$85,000 marketing effort was hidden in a sea of store flyers and overlooked by most readers.

TRAVEL...When the locomotive on a Stoughton train bound for South Station recently became disabled, riders were off-loaded at Forest Hills. According to a T report this *involuntary* ride on the kinder, gentler Orange Line inexplicably caused "no delay to passengers."

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THE ADVISOR

NEWSLETTER OF THE MASSACHUSETTS BAY TRANSPORTATION AUTHORITY ADVISORY BOARD

June 1989 Vol.6 No.3

Holding pattern frustrates callers!

What has 15 lines, cost \$1.7 million to install, and causes @#\$\$%^&* frustration? Call 722-3200. If the line is busy, you've solved the riddle and failed to reach the MBTA's information line.

A busy signal is the most likely response a caller gets when dialing T information, according to an Advisory Board survey taken during the week of May 8th. Fifty-nine percent of the 54 calls made by the survey team resulted in busy signals; four percent in disconnects. The average wait for a live operator for those 20 calls that went through was five minutes and 12 seconds, well

above the Authority's stated standard of two minutes maximum acceptable wait.

In response to Advisory Board inquiry, the T's marketing department which has responsibility for the phone information system states, "Because of insufficient staff, we have not reached our target on a continuing basis."

According to the T's own records for the week of May 15th, 80% of the half-hour time blocks in the peak time between 7:00 a.m. to 5:00 p.m. recorded average waits greater than two minutes and 32% had average waits greater than five minutes. Thirty percent of weekday callers to T information hang up before reaching a

continued to page 5

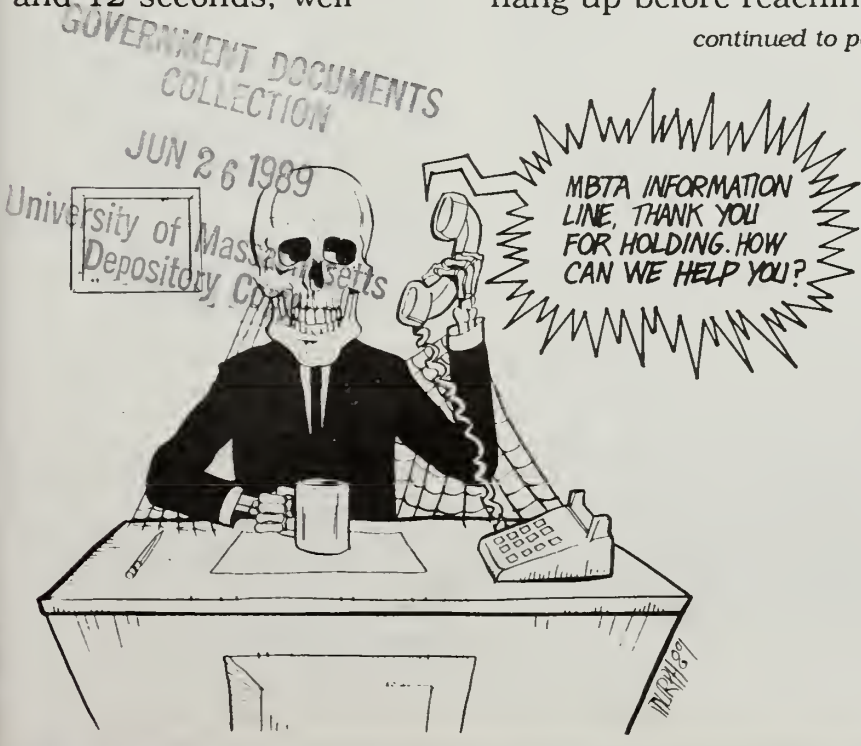
Fare collection impasse

Despite a significant increase in MBTA efforts to maintain turnstiles and passreaders, a recent survey of 65 of the MBTA's 220 passreader/turnstile units in 18 of the subway's busiest stations revealed that only 85% were functioning properly. This is consistent with other checks the Advisory Board has done in the past six years. The only improvement in performance noted was that no passreader accepted an invalid pass.

According to the MBTA, the number of fare collection equipment problems reported is growing, but the increase can be attributed to "stepped up monitoring." Report of broken passreaders or turnstiles depends on an employee noting a malfunction and calling it in. In addition, each morning a worker from Chauncy Street calls every station to ensure that controllers (which govern passreader performance) are functioning properly. When a controller is not working, any pass -- including expired passes -- will work.

The MBTA is proud that repair time for turnstiles is quicker than

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'Bikes on the T' primer

The Boston area offers a wealth of bicycling opportunities: leisurely trips along the Charles; long circuits around the many lakes and ponds that dot the area; and day trips through the outlying hills and wetlands. A sensible way for the leisurely rider to get to these destinations would seem to be the T. However, taking a bicycle on the MBTA is a complex process requiring an extensive "How-to" course for all but the most avid cyclists.

Potential bikers are severely time constrained. They may bring a bicycle on the T only during Sundays and holidays, excluding Sundays between Thanksgiving and Christmas and the holidays of Patriot's Day, Bunker Hill Day, Fourth of July and Columbus Day. It is all right to board with a bike on Veteran's Day (November) and President's Day (February). But bring a shovel. There is no Sunday service on the South Side (except usually between Thanksgiving and Christmas, when you're not allowed on anyway) so plan on visiting Boston's justifiably famous North Shore [cf. Summer Sizzler, page 4].

Bicycles are absolutely verboten on buses and the Green Line. The "Bikes on the T" brochure claims you cannot ever board commuter rail with a bicycle, but the "Bikes on Commuter Rail" brochure says you can. In reality, bikes have been accepted on commuter rail since July 1988. To bring along your bike on any part of the system you will need a permit. Permits carry the bearer's picture and "must be visibly attached to cyclist's clothing" -- like an employee security badge admitting you to the war room at the Pentagon. A permit costs \$5, is valid for two years, and can be picked up at the Senior Citizen Registration Office (?) in the Washington Street Concourse.

If a cyclist loses his/her permit, he must report the loss to the Pass Office (not the Senior Citizen Registration Office) within 48 hours. The urgency is not explained. The brochure warns ominously that "reissue of permits will be at the discretion of the MBTA." Travelers to Eastern Europe may find all of this familiar.

Even with a permit, a cyclist is not allowed to board just any T vehicle at will. To take a bike on commuter rail, one has to make a reservation "up to 6 days before the trip." To make a reservation go to North Station or call 227-5070 (1-800-392-6099). Cyclists who phone in must pick up their reservations at North Station at least 15 minutes before a trip.

Since driving and parking at North Station is horrific, you'll want to take the T there. (That's the whole point, isn't it? Otherwise it would be much simpler to just load the old Schwinn in the back seat and not bother with



this reservation/permit/Sunday only routine...). Although North Station is served by both the Green Line and the Orange Line, bike-wielding passengers are allowed only on the latter. On the subway you do not need reservations, but you do have to follow T-mandated rules of etiquette.

You can not use the escalators. Climb the stairs, or use an elevator -- if there is one and it's working. Pay the regular fare; your bike goes for free. Riding in the station

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THE ADVISOR

THE ADVISOR IS PRODUCED AND PUBLISHED BY THE STAFF OF THE MBTA ADVISORY BOARD WHICH REPRESENTS SEVENTY-EIGHT MAYORS AND BOARDS OF SELECTMEN.

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Passenger relations: preventing problems

It is morning rush hour and you are behind the wheel of a bus. Traffic is creeping. You are already ten minutes late. Passengers are grumbling. On top of everything else, you see an elderly women signalling with her cane at the next bus stop and you can't even nudge close to the curb to pick her up because of two cars illegally parked. If she makes it out to the bus, there are no seats left. What do you do?

Helping drivers deal with such situations is the heart of the Passenger Relations Training Program run by the MBTA. "There are no recipes for good relations with passengers, but there are common sense kinds of things that you can do to keep situations from turning into problems," says Ellin Reisner, Manager of Community and Passenger Relations who with her staff developed and runs the current program. The primary goal of the program is to "provide good communications skills and good problem solving skills" to the men and women who deliver service each day to Boston area patrons of public transit.

The program provides one-day training each year for the T's approximately 2300 bus and trolley operators as well as collectors at rapid transit stations. Subway operators and guards are

continued to page 7



Tom Glynn: a new beginning

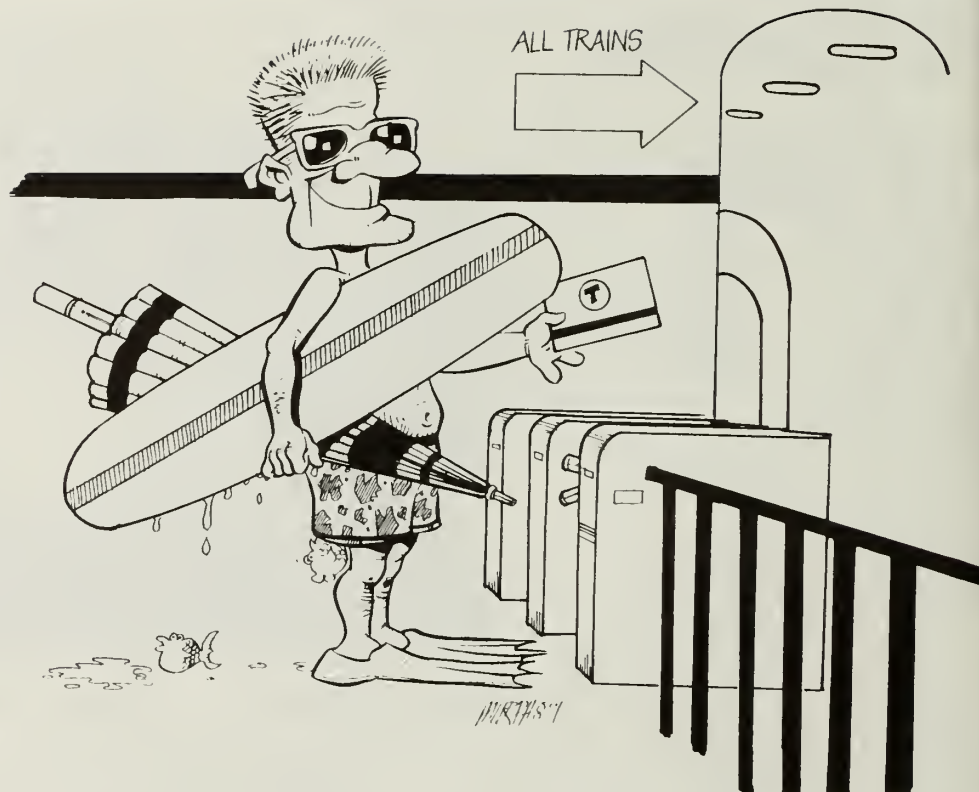
"This is one of the smartest people I've met so far at the T," said Tom Glynn pointing out a uniformed figure standing against the wall in a photo of a gathering at the Reservoir carhouse. "He said to me, 'I got your letter'," referring to a letter Glynn sent to all MBTA employees in late March shortly after taking over as General Manager. "And I read your two priorities [customer service and employee morale]. You can't do anything about the first, only *we* can. All *you* can do is deal with the second.' I told him he was absolutely right," explained Glynn, clearly pleased that the operator had so succinctly laid the issues on the table.

Such candid exchanges are a new feature at the T. In his first weeks at the Authority, Tom Glynn has begun a series of Friday visits to different parts of the system. Sitting at a table with 10 to 12 front line workers, Glynn leads a discussion focusing on the biggest frustrations employees face at the T. To his surprise, Glynn has not received complaints about supervisors and rigid rules. Rather, he has gotten an earfull on the MBTA practices which irritate and frustrate passengers. In addition, he has heard the recurring theme of how tough it is to innovate, or change things at the T.

Listening to such feedback has been one the greatest sources of 'education' for the new general manager. A long transition was also important in introducing Glynn to transit and the Authority. "It was helpful to be able to meet with legislators, members of the Board of Directors and people in the transportation world like Bob Kiley and Dave Gunn before taking over."

Glynn uses words like "goal oriented," "numerical (measurable)", "incentive oriented," "informal," "high

continued to page 8



Summer sizzle special

A little publicized plan dubbed "summer sizzle" will allow an MBTA passholder to ride to any point on the MBTA system (including commuter rail) for no additional charge weekends during the months of July and August. On Sundays the passholder may take a lucky guest along free of charge. Given this incentive for weekend travelling, the Advisory Board has compiled a brief overview of warm weather day trips passholders might want to try on the T's commuter rail network.

Probably the most well subscribed run for non-commuters is the Eastern (Rockport/Ipswich) Route which regularly carries weekend visitors to popular North Shore sites. During weekends in the summer, Rockport trains leave North Station approximately every two hours. (On Saturdays trains as far as Ipswich are available every hour.) The seaside towns of Salem, Manchester, Gloucester and Rockport lie along this route. Salem is famous for its witch legacy; the museum is not far from the depot. The city is also home to Hawthorne's House of the Seven Gables, a custom house of historic interest, the newly developed Pickering Wharf area (similar to Boston's Quincy Market) and the world headquarters of Parker Brothers, the board game people who gave the world Monopoly.

Five stops to the north is Manchester, another

historic seaside community which once rivaled Bar Harbor and Newport in attracting the turn-of-the-century rich and famous. Its public beach, Singing Beach (named for the sound feet make when walking through the sand), is 1/4 mile from the train station. Signs to the beach are scanty, but you won't get lost if you follow the crowd.

Ten minutes to the north is Gloucester, a once great seaport. Gloucester and its harbor are easily accessible from the commuter rail station. The famous Gloucester fisherman and the Historical Museum are favorite attractions. At the end of the line lies Rockport itself, which boasts a picturesque harbor

continued to page 8

Holding (from page 1)

live operator. The average wait before abandoning a call is just over two minutes.

The MBTA's current information system was installed in the Spring of 1988 at a cost of \$1.7 million. It includes 15 incoming lines, a computerized information retrieval system, and a computerized monitoring system which tracks performance (in half hour segments) by recording data such as number of calls, average length of wait on hold, number of hangups, average wait before hanging up and longest wait before answer.

Currently four full-time and six part-time operators handle what the T estimates to be an average

"It is tough to get more people to use the system if potential riders cannot get information"

- Anne Larner,
MBTA Advisory Board
Executive Director

1500 calls per day (6:30 a.m. - 11:00 p.m. weekdays and 9:00 a.m. - 6:00 p.m. weekends). An additional two operators are in training.

While the Authority is able to review on a daily basis the number of callers who hang up in frustration before reaching a live operator, the T does not

INFORMATION LINE WAIT TIME

Date	No. of Calls	% Answered	Maximum Wait (in minutes)	Average Wait (in minutes)
5/15/89	2,406	70.78%	11.4	2.8
5/16/89	2,180	58.58%	21.6	3.9
5/17/89	2,134	73.57%	15.4	2.7
5/18/89	2,167	72.54%	12.1	2.5
5/19/89	2,507	74.55%	12.7	2.2

Source: MBTA Split Reports

appear to test the system regularly to estimate what percentage of potential callers are able to enter the system. One-third of the attempts to reach 722-3200 as part of the Advisory Board survey resulted in three or more calls before successfully accessing the system. These attempts took place weekdays between 8:00 a.m. and 6:00 p.m. and were not concentrated in any one time period.

Anne Larner, MBTA Advisory Board Executive Director, labels the data "disturbing." "Based on the information we have, I estimate that during the week the number of people who try to get through is two to three times the number who actually get through," states Larner. "And even those who are successful often end up with an image of the T that is definitely not 'user friendly'."

"It is tough to get more people to use the system if potential riders cannot get information," she adds.

The one piece of

good news in the survey is once a live operator is reached, response to queries is quick, accurate and courteous. Surveyors did note that less detailed (but more accurate) information is currently available through the computer retrieval system than through the previous manual system. Ongoing adjustments to the software, though, should be able to correct this minor problem.

Advisory Board surveys of the T's previous information systems taken in 1984 and 1987 documented average waits of two minutes and one minute and forty-five seconds, respectively. In the Fall of 1987 the T employed five full-time and nine part-time operators to handle 11 telephone lines with lines open 14 fewer hours each week than currently.

Complete information was not available from the Authority on the total annual operating cost of the current system.

impasse (from page 1)

ever: most are now repaired within 24 hours of being reported. Though this is good news for the T rider, it also indicates that more resources are being channeled to turnstile maintenance to merely hold problems steady. In 1983 it was estimated that the system cost \$400,000 to maintain; currently over \$900,000 is spent on fare collection maintenance annually. Malfunctioning units may be reported and repaired more quickly than ever but the bottom line is a negligible (if any) improvement since 1983 in the percentage of passreaders functioning at any time.

The MBTA monitors fare collection equipment and tracks performance through its MCRS report. This report (and casual observation) cannot distinguish whether the cause of a passreader/turnstile unit malfunction is passreader related or turnstile related. It is instructive to trace the performance of a unit through the MCRS for a two week period (April 17 to 28, 1989).

Every day approximately 9400 passengers enter the Blue Line's Maverick station, according to MBTA ridership estimates. Turnstile P620 awaits them. According to the MCRS report, P620 went down on April 17 but was back in operation that same day. On April 18 it jammed but again was repaired the same day. The next day P620 went down again and was repaired the same day. Six days later P620 was kaput once more and was repaired the following day. Turnstile P620 had to be attended to six times in the twelve days covered by the report. The MBTA states that reported defects "may or may not affect passengers." Every defect, however, must be addressed and at a cost to the Authority.

The Maverick experience is not an isolated case. During the same time period Harvard Square station filed 26 reports of malfunctioning fare collection equipment with some reports listing multiple failures. Harvard noted 11 controller crashes, six from one particular controller. Malden station also noted six crashes from one controller (in addition to turnstile malfunctions) during the period.

The T's passreader equipment has historically proved troublesome. The system originally cost \$1.3 million including hardware and wiring for all stations. (Today there are 385 turnstiles in use - 220 are equipped with passreaders.) A report produced by Dynatrend in 1982 revealed that, during the first two months of passreader use, the "mean cycles {uscs} between failures" was 3730, far lower than the system specification of 50,000. Later that year, observers found that the mean cycles between failure rate had climbed to 6442, an improvement but still far below the desired specification. The Dynatrend report added that "the reported reliability is greater than that of the token-activated Perey turnstile." The electronic system has been modified 22 times, some of which had no effect on system reliability.

In the middle of 1983 the T began monitoring repair time and the timely reporting of out of service units. In that same year Dynatrend was again hired and paid \$40,000 to study the MBTA passreader system. Dynatrend made a total of seven recommendations: three were implemented with no noticeable improvement; three were followed and are still in effect to date. The seventh ("implement a preventive maintenance program") has not been done "because of the manpower effort to maintain the system."

Despite the moderately low number of out-of-service passreaders, broken equipment exacerbates riders' annoyance with the system. Passreaders which will not accept valid passes are particularly frustrating. Observations at Park Street and Government Center during rush hour found repeated waves of patrons bruising their thighs on turnstile bars which would not budge.

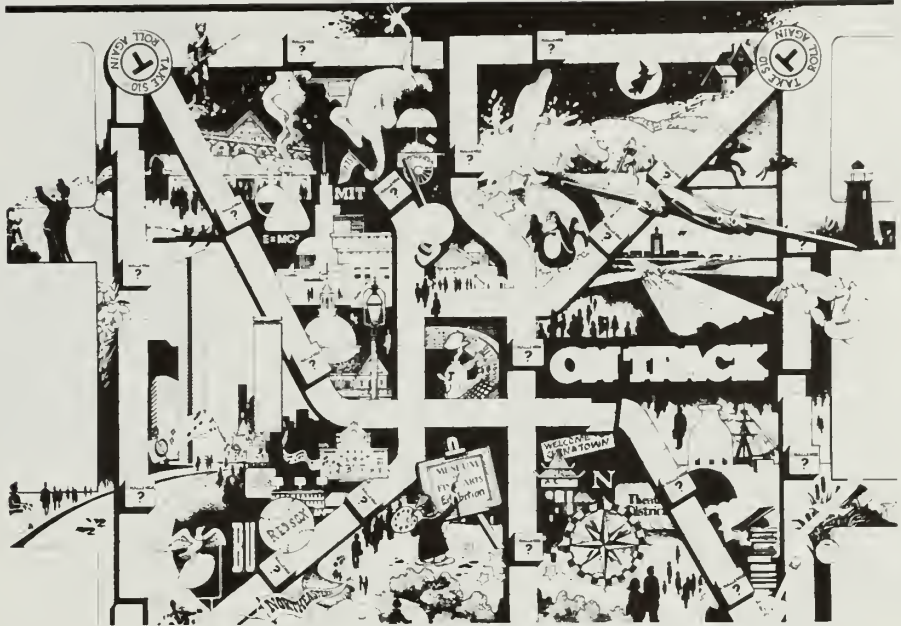
Current information indicates little improvement in the T's fare collection equipment can be expected unless there is a significant change in direction. The time is ripe for the MBTA to choose: either commit the resources necessary to implement a preventive maintenance program; or evaluate the entire fare collection system with an eye toward possible replacement.

relations (from page 3)

not currently included because of limited funds. Classes are kept small and attendance is mandatory.

Begun in 1986, the program was developed in response to the large percentage of customer complaints directed at T personnel and the increasing need (with the pending arrival of accessible buses) for operators to be comfortable interacting with riders with disabilities. The program relies on experienced operators as trainers. Content covers stress management as well as passenger relations. Videos, board games and role playing are the prime tools for learning.

When you are at the controls of a Green Line car which is boarding passengers and the message comes over your radio that there is a signal problem ahead (no specifics offered), what do you do? Should you announce to passengers possible delays ahead and give them the option while still in the station of disembarking? Or should you close the doors and move out chancing being stuck between stations where no one is allowed to leave the train? This is another of the situations explored in "Staying On Track", a T produced video used in concert with the "On Track" board game, to stimulate discussion during the



training session. Another video "Respecting Diversity" introduces T employees to a range of handicaps including "hidden" handicaps such as deafness and epilepsy and instructs on sensitive ways of interacting with disabled riders.

Passengers and traffic are not the only sources of stress for T operators. Sometimes the habits of fellow employees can cause considerable frustration. You specifically choose a run that ends early (2:15 p.m.) so you can pick your daughter up from school each day. However, the person scheduled to swing on after you has a habit of not showing up on time, forcing you to make the next trip and leaving your young child stranded. How do you handle this situation? The support, help and old fashioned common sense

pooled in training session discussions help drivers deal with this type of frustration without losing their cool.

This year a new training segment focusing on operator safety was introduced by T police. The purpose of this segment is to help operators understand the laws governing what they can and cannot do when accosted on the job. They are also advised on when to call for help and when such a call might actually provoke an attacker.

Each year the training program content changes in response to trainee feedback and new areas of concern. Based on course evaluations the program is well received by operators and collectors. Unfortunately, there is no easy way to measure the eventual impact on T riders. Hopefully, it is significant.

Glynn (from page 3)

priority on internal communications," "performance based," to describe his management style. "Listening" is his prime tool in making key decisions. In addition to expertise, Glynn gives high marks to team play and a sense of humor as traits he looks for in his top managers.

Acknowledging that it will take at least three years to have a major impact on the T, Glynn responds that he operates under the assumption if he does a good job, a new governor (expected in 19 months) will consider his performance in any decision to replace or not replace him. He is not conscious, he states, of pressure to act for the short run. Yet, he adds, "we have accomplished alot in just nine weeks."

His admitted weakness is that he has to try not to go too fast. Experience tells him an organization needs time to deal with change. But action is clearly what the new general manger is about. Asked to described how he would like to be remembered when his tenure at the T is over, "Effective in implementing my goals of customer service and employee morale," is shot back with "having a sense of humor" added a moment later. "Effective and funny, not a bad epitaph," Glynn muses.

Humor flavors Glynn's conversation -- from his answer to what surprises he found at the T: "Jim O'Leary never told me one of our escalators -- an active one -- is going to the Smithsonian." -- to his description of his daughters: "Kate Collins Glynn is five years old and thinks she's Grace Kelly; Jennifer Elizabeth Glynn is two and a half and thinks she's Ethel Merman."

Playing with his kids and playing tennis are the General Manager's admitted forms of relaxation from his new responsibilities. ("I play with my kids well; I play tennis poorly!") He also confesses to being a Robert Parker fan, but has not yet found time to read his latest.

Tom Glynn, the 'new kid on the block,' is making his presence felt in new ways. From Friday talks with front line employees; to conferences in his office around a row of finger smudged jars filled with T-colored (red, orange, blue, etc) jelly beans; to giving a 'dramatic reading' to the Board of Directors in lieu of a General Manager's report; a new tone has emerged. It is too soon to tell what Glynn's first report card will look like, but signs indicate there will be surprises. Bureaucratic and predictable are not the words for a T General Manager who answers quickly to a query about what historical figure he'd choose to be for a day, "James Michael Curley -- because he had fun and did a lot of good things."



sizzle (from page 4)

oft-painted by local artists, whose wares are shown in the many galleries in town.

The commuter rail stop in all four towns puts you near or in the middle of things, so aside from the attractions listed above there are plenty of shops and restaurants to explore.

The Lowell Route also begins at North Station with trains leaving every two hours on summer weekends. Lowell is an historic city on the Merrimack River once famous for its textile mills, most of which in the downtown area (near the depot) have been incorporated into the Lowell National Historic Park. The mill buildings house impressive exhibits dedicated to preserving life as it once was and charting the American Industrial Revolution which began in Lowell over 150 years ago. Lowell is also known as

the birthplace of Jack Kerouac, the writer who sent a generation On the Road. Now thousands hit the road every year to come to Lowell to visit the home town of the guru of the beat generation.

The Fitchburg Route, also on the North Side, brings the rider to the historic Massachusetts towns of Lincoln and Concord. Lincoln is home to hundreds of acres of conservation land which attracts many walkers and hikers each summer. The Concord stop brings you to Concord Center, a pleasant collection of small stores and colonial houses which are the essence of New England towns. In Concord the visitor can tour the houses of Louisa May Alcott and Ralph Waldo Emerson. If you are up for a healthy

walk, you could also reach Walden Pond. It is 1 1/2 miles from the station across Route 2.

All trips mentioned above are on the North Side of the commuter rail system, along the Rockport, Lowell and Fitchburg lines. Trains depart from North Station.

Commuter rail on the South Side tends to serve residential areas, although some stations themselves (e.g. Walpole) are historic sites. Where there are other attractions (i.e., Wellesley and Providence) there is currently no weekend service. Train departure and arrival times can be found by calling 227-5070 or 722-3200 (toll free 1-800-392-6100)

Happy summer travelling, compliments of the T.

and the crowds have thinned to allow your exit without "contact," you must still take care.

"Cyclists will be barred from entering or exiting the following stations due to safety considerations and congestion: Park Street ... Washington Street ... Government Center, Aquarium and Broadway during construction only. However, Cyclists may transfer lines within Washington and State."

If you planned ahead and were clever, you could have avoided all these hurdles because as the "Bikes on the T" brochure clearly states, "These Rules and Regulations do not apply to folding bicycles carried on trains *if enclosed in a carrying bag.*" [emphasis added]

If you have made it to North Station and you have permit and reservation form in hand, you're pretty much in the clear. On commuter rail up to four bicycles are allowed on each train. The conductor decides where to put you. So you can always appeal to her humanity. The one remaining drawback is that you may not be allowed on the train if it is too crowded (regardless of your reservation). This will probably not be a problem except on the Rockport line in beach weather. Again, you can always beg. And enjoy your trip. You certainly earned it!

Bikes (from page 2)

or on the train is strictly forbidden.

The tricky bit is what to do when the train comes. You may ride only in the last car of the train. No more than two bikes are allowed on a train. (What happens to a family of four is uncertain.) One bike goes at each end of the last car. If you are an adult accompanying a child between the ages of 12 and 15, the T will let you stand by your offspring. Children under 12 are not eligible to participate in the permit/reservations sweepstakes. Seated or standing, the

bike passenger must "hold bicycle firmly at all times with the kickstand up, and not allow the bicycle to lean against other riders." Just how long an Orange Line rider would allow a cyclist to lean a bike against him is not stated.

Once aboard, a cyclist may have a difficult time getting off. According to the brochure: "Trains may become crowded on route. Cyclists must remain on a train (to the last stop, if necessary) if the train is too crowded to exit without coming in contact with other passengers." If by some miracle you have reached the desired station

SHORT RUNS

User Friendly?...Public Affairs is thus far the only MBTA department with a combination lock on its door. It is also the only department where callers are regularly disconnected.

User Friendly?...Complaints from Advisory Board members and a quick check of files verify that MBTA correspondence never includes telephone numbers on its letterhead, even when responses are expected.

User Friendly?...A staff member called for a set of commuter rail schedules the last weekday before a schedule change. "What

schedule change?" she was asked by Public Affairs. A call to South Station information the day before the change (a Sunday) revealed that commuter rail information had not yet been supplied with new schedules.

User Friendly?...Two years ago the pass program moved to 120 Boylston St. Applicants for the T's Annual Pass are still instructed to mail checks to the old address. According to T personnel (at the old address), the checks get there "eventually."

User Friendly?...A recent caller to T information who

asked how to get her son who is in a wheelchair from Malden to the State House was instructed to take the Orange Line to North Station (no elevator) and then "take the Green Line" (no lifts).

User Friendly? (or Friendly Users?)...A regular commuter on her evening trek to South Station reports being offered cocaine by a passenger doing business from a slow moving T bus on Essex Street. A fellow worker adds she recently found an empty nip bottle on the seat of her morning express bus.

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THE ADVISOR

NEWSLETTER OF THE MASSACHUSETTS BAY TRANSPORTATION AUTHORITY ADVISORY BOARD

August 1989 Vol.6 No.4

Award triggers \$22M budget gap

A \$22 million gap exists between monies reserved by the MBTA for contract settlements and the cost of the July 18 arbitration award handed Local 589 of the Carmen's Union by arbitrator Arnold Zack, according to an Advisory Board analysis. Preliminary MBTA figures put the deficit at \$30 million.

Wage increases totalling 20.1% over the three year life of the contract (April 1, 1988 to March 31, 1991) and increases in benefits for part timers form the core of the award. Twelve union proposals and nine Authority proposals were denied with Zack refusing to break new ground in

areas in which the Union and Authority had been unable to reach any previous agreement.

Mandated by statute to consider the Authority's ability to pay as well as the cost of living, and wages and working conditions for comparable positions within the Commonwealth, arbitrator Zack found T employees had lost earning power and position relative to other comparable workers. Further, he stated that the Authority has the ability to fund the award, citing excess funds from the recent pension settlement and "new anticipated income from fare increases" as sources of money in addition to the monies reserved for the award in

continued to page 5

Ketch the wave

Commuter boat ridership continues to grow, but not as fast as predicted. In June of this year 2,695 sea-borne travelers shuttled between Hingham and downtown Boston daily, a 9% increase over June 1988. In May 2,481 used the water service, an impressive 28% increase over last year's count for the same month. However, FY89's total ridership was 14% below the T's original estimate.

Six boats ply the waters between the financial district and the South Shore, making 20 round trips per day. Four are owned by Boston Harbor Commuter Service and make 22 daily one-way trips. One boat is run by Massachusetts Bay Lines (six daily one-way trips), and one by a recently selected operator, Atlantic Cruises of Lynn (ten one way trips). Atlantic Cruises is currently leasing a less than state of the art boat, *Caper*, to fulfill its service commitments, but will eventually run a 149-seat catamaran (currently being built in Florida). According to Joe Feiner, MBTA Manager of Contract Services, catamaran service will begin in September. Critics

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Fantastic voyage: the lost routes

While local residents spend hours this summer fighting to get to the Cape or Logan, savvy T riders for a paltry \$.50 can enjoy some of the most fascinating scenery in New England. The knowledgeable patron can ride undisturbed on a handful of bus routes in the district and get far, far from the madding crowds.

One of the "least crowded" routes on the system is the 75. Route 75 (average daily ridership 105) follows a well-worn path down Mt. Auburn Street in Cambridge to take residents of the Huron Towers apartment complex into Harvard Square. Most Cantabridgians prefer the 71 and the 73 (which duplicate most of the 75), but for the adventuresome the 75 is the way to go. Vehicles pull out of historic Harvard Square and glide serenely down stately Mt. Auburn Street. Among the sights along the way is the world-famous Mt. Auburn Cemetery. Those with foresight can sign up to spend eternity with some of the greatest names in New England history. Another popular destination is the world's best Star Market, which features aisle after aisle of every imaginable foodstuff in addition to a liquor department, florist, and Bank of Boston ATM machine. The journey loops at the Huron Towers, as promised.

History buffs might want to head south to Quincy Center, the economic center of the South Shore, and board the 225A (average daily ridership 349). This bus route takes the rider south along the Atlantic coast, past the idled but still impressive Fore River Shipyard and over the Fore River Bridge. Those fortunate enough to be on board when the bridge is up will find local traffic grinds to a halt, providing amusement to homeowners in the area. Minutes later bus patrons are whisked into Weymouth Landing, a bustling commercial square filled with charming banks, bakeries and auto dealerships. In the landing, visit the 120 year old Sacred Heart Church, originally a hotel to accommodate Boston travelers on their way to Cape Cod.

Architecture buffs with a passion for the contemporary should make a beeline for the 48 (average daily ridership 273). This route provides a leisurely tour through Roxbury and Jamaica Plain, looping past no less than three Southwest Corridor Orange Line stations. Among the must-sees on this route are the Jamaica Plain Monument (where the route begins) and Green Street Station, a popular nightspot. Unfortunately for bus-riding patrons of the arts, service on this line terminates at 4:10 p.m. A stop that early at "the Station" seems improbable since the ban on happy hours. The bus also meanders down Paul Gore Street, no relation to Al, Tipper or Vidal.

For those who can't bear to be away from the hustle and bustle of downtown, the number 7 (average daily



ridership 309) beckons. Buses begin with hair-raising turns through the financial district and then head south. Make sure to note the pretty views over the Fort Point Channel. Riders with small children might want to stop at the Children's Museum or the Boston Tea Party ship. Captains of industry will want to jump off at the Commonwealth Pier Exhibit Hall (no information on what has been exhibited there recently), while the rank and file will hop off at

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THE ADVISOR

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Passport arrives

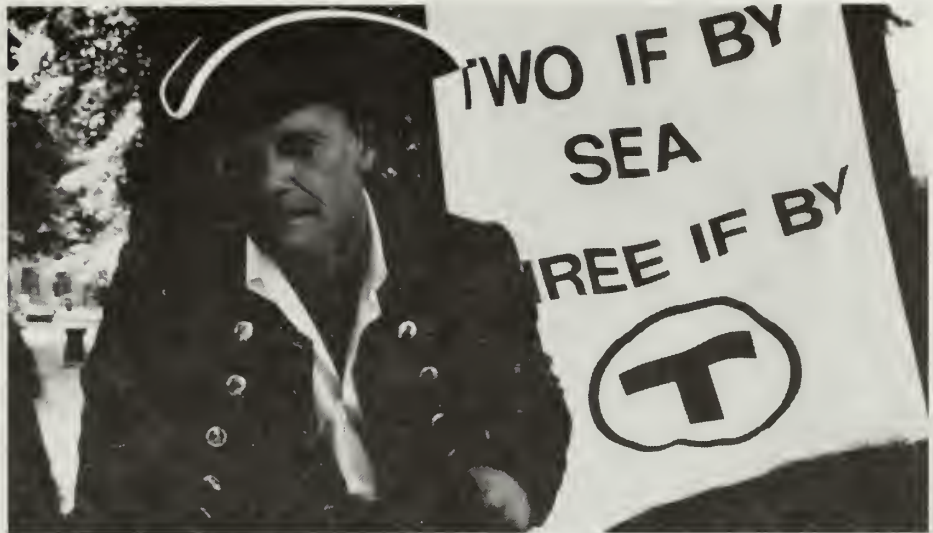
The MBTA on July 1 launched an experimental program: the "Boston Passport", initially including two short-term transit passes for visitors. Based on surveys of hotel managers in the Greater Boston area, sales were projected at 80,000 passes (70,000 three-day and 10,000 seven-day) for the first three months. The surveys pinpointed the tourist/family market as offering "the most potential for MBTA ridership in general and a visitors' pass in particular." The survey data showed tourists are likely to use the T on weekends, thus filling otherwise empty seats at off peak times.

Results from the first four weeks of sales indicate volume is steadily climbing, but initial sales projections were too optimistic. An average of 30 to 35 passes per day were sold the first week, yet 120 per day were sold in week four.

Both the three- and seven-day passes offer "unlimited travel on all rapid transit lines, including the outlying zones in Quincy, Braintree, and Newton; streetcars, buses, trolley buses, and Commuter Rail zones 1A and 1B". The price of a three-day pass is \$8.00; a seven-day pass, \$16.00. Both are half-price for children ages 5-11. Children under 5 ride free.

Passport holders are eligible to participate in the weekend commuter rail

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Paul Revere spreads the word about the new Boston Passport at ceremonies at the Old North Church.

Holmes joins T as utility infielder

"Walter is unusual. He has made his way up the ladder purely on skill and performance," confides a former co-worker in describing Walter Holmes, MBTA Deputy General Manager for Administration. Others are equally flattering in their assessment: "A real commitment to quality," "very knowledgeable about the State systems and how they work," "...skilled in knowing how to package issues and proposals," "warm, sensitive and supportive," "solid, clear, and precise," "...extremely bright, well organized. A very decent human being."

Arriving at the T in April with 15 years experience in public sector personnel and budgeting under his belt, Holmes occupies a key post in the management reorganization at the Authority. He describes his new job as providing support to T operations with special responsibility for customer service, employee morale and revenue maximization/administrative cost reduction. With seven directors, and the General Counsel and Treasurer-Controller reporting to him, Holmes puts in a long day that brings him to the office by 8:00 a.m. (usually by bus and the Red Line). and rarely out before 7:00 p.m.

Holmes' goals for the current year include: designing a personnel recognition program; cutting in half the time it takes to fill vacancies at the T and streamlining the process; helping to structure a more humane work schedule and/or support systems for T employees who work both commuting peaks (6:30 to 9:30 a.m. and 3:30 to 6:30 p.m.) or other stressful non-traditional hours. In addition, he is working to keep soaring Workers' Comp and Group Health Care Costs level and to reduce unemployment costs as well as overtime and absenteeism. He is also charged with finding ways for the T to be supportive of its workers' child care needs.

Past experience documents Holmes has a good track

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Dog days at the T



Credited with ferreting out a prison escapee hiding in Quincy woods last Spring and more recently with recovering key evidence in an attempted rape at Oak Grove Station, Butch -- a 110 lbs, not-quite-three-year-old german shepherd -- is a prized, cost effective addition to the 120 person MBTA police force.

"The best partner you could ever have," is the way Officer Nancy Bratton, Butch's handler, describes him. "His reflexes are so much quicker than a person's," she adds. To illustrate her comment Bratton describes an encounter

North Station development begins

By 1995, the dreary, antiquated North Station/Boston Garden area will be a "modern, full-service transportation center" compliments of the MBTA and the New Boston Garden Corporation. On July 12, the T broke ground on phase one of the planned development.

This multi-phase revitalization consists of the T extending and rebuilding commuter rail tracks to accommodate longer trains and high platform access, building a new commuter rail terminal, demolishing existing Green Line elevated

tracks, building an underground Orange/Green Line station, and creating a new 1300 car parking garage. The New Boston Garden Corporation, a/k/a the Delaware North Corporation of Buffalo, New York, will build an expanded \$750 million complex with a sports facility seating up to 19,500. A train concourse, waiting room and ticket sales area will be on the ground floor. Included in the complex will be three large towers, ranging in height from 350 to 400 feet, which will add

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Project Component	Begin Date	Complete Date
Raise CR Platforms	April 1989	By Dec. 1990
Parking Garage	Spring 1990	Spring 1992
Green Line Relocation & New Super Station		By 1995
New Arena	October 1990	October 1992
Demolish Old Garden	January 1993	May 1993
Office Towers A, B, C	June 1997, June 1995, May 1993	June 1999, June 1997, May 1995

with three males at a station on the Mattapan High Speed Line. Butch sensed one of the three inching sideways to get in back of Bratton as she questioned the other two. With lightning speed Butch herded the straying suspect back into Bratton's full line of vision.

Butch and Officer Bratton (who weighs in at several pounds less than her 'partner') start each

day with a 5:30 a.m. exercise run before work officially begins. The energetic canine lives with Bratton and her housemates and is kenneled only for vacations or other extended absences. Though dog and mistress are on call 24 hours a day, Bratton's typical workday, like that of the seven other T canine teams, is spent patrolling the MBTA commuter rail

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Award (from page 1)

both the MBTA's FY89 and FY90 budgets.

Acknowledging that the State will bear the ultimate cost of the award as an increase in its share of the MBTA deficit, Zack wrote,

Despite the current legislative impasse, I find the statutory formula provides the resources to fund the findings of this report. The Commonwealth's revenue burden relative to personal income is below the national average, the state has been able to increase local aid to offset the impact of Proposition 2 1/2 and the state economy has continued as one of the strongest in the nation.

Advisory Board staff analysis does not support Zack's findings on ability to pay. That analysis pegs savings in FY90 from the pension agreement at approximately \$3 million. "The MBTA's FY90 budget was very tight before this award," explains Anne Lerner, Advisory Board Executive Director. "The approved operating budget for FY90, exclusive of debt service, is just 3.5% above the FY89 budget. With inflation running over 6% and a commitment to implement scheduled service expansion, the savings in pension funds are needed just to give some room within that tight budget to deal with higher prices and unexpected emergencies. Three million dollars can not begin to meet the deficit resulting from Mr. Zack's award," she

Summary of Zack Award (Operator Wages)			
March 31, 1988		\$14.63/hr	\$30,430/year
April 1, 1988	6.6%	15.60/hr	32,448/year
April 1, 1989	6.3%	16.58/hr	34,486/year
April 1, 1990	6.0%	17.57/hr	36,546/year

adds.

Lerner states that the \$10 million dollars expected from recent fare increases was to be used to offset the fast rising State share of the T deficit. "Though the Authority's budget has seen fairly modest increases in recent years, the State's share of the T deficit has been growing quite rapidly because fares have not been raised in eight years and city and town shares of the deficit have been capped by Proposition 2 1/2."

Arbitrator Zack's 81 page award document does not state the cost of the actual award. It does note that the Authority calculated the cost of the total package (wages and benefits) proposed by the union at \$124 million over the life of the contract, a figure the arbitrator found to be beyond the means of the Authority.

The wage increases awarded on April 1 of each year from 1988 through 1990 of 6.6%, 6.3% and 6.0% will raise an operator's salary from \$14.63/hour to \$17.57/hour by April 1990 for an average annual salary of \$36,546.

According to the MBTA, no monies were set aside in the FY88 budget and a total of \$28.7 million was reserved in FY89 and FY90 budgets to cover

wage/benefit increases. Advisory Board staff estimate the total cost of Zack's award (assuming other T unions will win similar increases) through FY 1990 at \$50.7 million. Cutbacks in service, increases in T-generated revenues, increases in productivity and a request for supplementary funds are the primary options before the T. Any major changes in the Authority's budgeted line items and any increase in bottom line expense must be approved by the Advisory Board. As we go to press T management is scheduled to make recommendations to its Board of Directors on August 9. Budget proposals must be approved by the T Board before being submitted to the Advisory Board.

Expressing concern about extending any contracts because of possible cutbacks, the T Board of Directors on July 26 took the unusual step of limiting service contracts before them to four months (through October 1989) while management re-evaluates options in light of the apparent serious budget gap.

Wave (from page 1)

charge that the catamaran will not be able to withstand New England winter weather, but state transportation officials feel that the catamaran will be fast, efficient, and take up less dock space than a traditional vessel. The catamaran will replace an MBL boat, *Gracious Lady*, which served the route during FY89.

Commuter boat service is one of the Authority's biggest success stories. The operators' on-time performance and fare recovery ratios are far superior to those for MBTA bus and subway service. Passenger satisfaction with the boats is extremely high. The one flaw in the service is the absence of sufficient convenient, close-in parking. The Authority has been successful in leasing increasingly larger lots from the owner of the Hingham docking area, but demand still exceeds capacity. To date bus service to the Hingham facility has been negligible.

Passengers boarding at Rowes Wharf on a recent steamy afternoon bore little resemblance to typical end-of-the-day, exhausted, often irritable bus or subway commuters. A walk through the arch apparently transforms normal working people into relaxed, smiling cruise passengers. Spotless, sleek blue and white vessels attended by smiling crew welcome all comers. Deck chairs, elbow room and a nice sea breeze replace a stuffy crowded wait for the Red Line at Park Street. Though ticket prices are high, it is easy to see why the boats fill easily. "It's not really commuting. It's worth every penny," offered one regular sailor.

A one-way ticket for the ten mile ride is \$3.00. To lower the cost, passengers may buy a 10-ticket book for \$27.50. On July 1 BHCS became the sole ticket agent for the three operators, permitting a common ticket honored by all providers.

The FY90 subsidy for MBTA commuter boat services was set at \$3 million. But in a surprise move at its July 26 Board of Directors meeting, the T put on hold action on the negotiated three year contracts with BHCS and MBL and approved contracts for just four months, pending review of all T service in light of the current budget shortfall (see "Award," page 1). Secretary of Transportation and Chairman of the Board Frederick Salvucci underscored his support for the popular service, stating that while he was not in favor of cutting the boat service, T management needed time to explore sources of additional funds. The possibility was raised at that meeting of increasing boat fares in the near future. In FY89 boat fares covered approximately 40% of the cost of the commuter service.

New marketing chief

On April 10th, Howard Waddell took over as Director of the MBTA's newly formed Marketing and Ridership Directorate, one of three new departments created as a result of the reorganization of the former Development and Public Affairs Directorate. Mr. Waddell comes to the T after 12 years in the Massachusetts Department of Public Welfare. He began at Welfare as a caseworker; was promoted to Director of Publications and Outreach (in charge of marketing the employment training [ET] program); and ended his tenure as Assistant Commissioner of External Affairs.

As Director of Marketing and Ridership, Waddell's areas of responsibility include: the pass program; traveler information; passenger/community relations; marketing research and planning; publications; and, distribution. Since his arrival, he has weathered a fare increase (rapid transit/express bus, May 1st) and changes in the design and use of T passes, resulting in substantial increases in pass sales in May, June and July. In addition, a three month pilot program, testing three- and seven-day visitors' passes (a long-talked -about, but never-acted-upon idea) became a reality two and a half months after he arrived. The passes are widely available in Boston and environs and appear quite successful (see related story).

Responding to criticism of the T's traveler information lines in the June Advisor, Waddell states that it is his

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Passport (from page 3)

"Sizzlin' Summer Offer" (see June '89 Advisor) and to receive over \$35.00 in discounts at 21 Greater Boston tourist attractions. In addition, they may ride the suburban commuter buses or commuter rail during the week by paying the difference between full fare and the Passport's \$1.50 face value.

The visitors' pass consists of a paper flash pass attached to the card stock passport and date-stamped to indicate the beginning and end of valid use.

The T estimates expenses for developing and administering the visitors' pass during the initial three months at \$149,826, -- \$29,150 being one-time expense. A mid-September evaluation of the program is planned to assess marketing strategy and various pass options. The program is expected to produce net revenue for the T.



The Boston Passport is available at a growing number of locations around Greater Boston. So far, greatest sales have been at the Boston Convention and Visitor's Bureau offices, the MBTA station at Logan Airport, Out-of-Town Tickets at Harvard station, Holiday Inn in Brookline and Days Inn in Newton. Passes are also available at Back Bay, North and South Stations and many area hotels.

Dog (from page 4)

system which includes over 400 miles of track, 99 stations and 50 parking lots. Teams, at times, are also used to patrol the subway system after hours or may be brought in to help with a search in a district community as part of a reciprocal aid arrangement.

Dog/officer teams undergo a rigorous 14 week training period prior to active duty. Refresher training takes place two days each month. In addition to honing search skills, the dogs work on crowd control technique and learn to attack (bite and hold) on command or when their handler is endangered. A trained police dog puts in eight to nine years of active duty.

According to Bratton, the dogs are generally not used in peopled areas except in crowd control situations. (Watching Butch scan the passengers disembarking from a noon train on a recent rainy day at South

Station, Bratton explained that the dogs are trained to fix on people's hands for weapons and Butch was getting anxious with so many people carrying folded umbrellas.) When arriving at a station to investigate an incident, Bratton usually leaves Butch loose in her vehicle with a window down.

Butch is trained to stay inside unless Bratton is attacked or she commands him to come. When not in the vehicle, Butch is on a chain and leash under Bratton's direct control. "He is like my gun. The only time I let him go is when I'm in fear of my life. You have to be really careful," she adds. Even when Butch spotted the Quincy escapee, Bratton did not release the dog, but rather used him to chase the hiding fugitive into the arms of the waiting State Police.

The dogs used at the T have all been donated according to Thomas Maloney, MBTA Chief of Police. The only costs incurred are approximately \$8500 for training each officer-canine team, \$90 per month food and maintenance allowance, occasional veterinarian services and the cost of a small doghouse and fenced-in run in each officer's yard.

Maloney praises the canine unit as very effective but states that there are no plans for additional dogs at the T. The current eight are the practical limit.

Holmes (from page 3)

record at achieving what he goes after. In his six years at the Department of Welfare, he is credited with reducing the average case load for social workers from 200+ to 135 without increasing the number of agency personnel. That reduction had a major impact on morale and performance and was key in lowering the Department's error rate from over 11% to under 3%. By re-allocating staff and streamlining support functions, he was able to put more agency personnel in direct client contact. Holmes also created the personnel structure at the Department of Social Services (DSS) when it was first established and shepherded that plan



through a tough legislative approval process in record time. Holmes' design has survived ten years of experience and many changes

at DSS.

Quiet and conservative in demeanor and the consummate team player ("Tom's [Glynn] goals are my goals"), Holmes nevertheless reveals hints of his personal side. He admits to being an avid sports enthusiast and, according to rumor, rarely misses opening day at the Red Sox in addition to playing a mean game of softball himself. He confesses that golf and reading (Presumed Innocent was his most recent book) are his chief outlets from work. With degrees from Northeastern (B.S.) and Suffolk (M.P.A.), Holmes is single and resides in Watertown where he has plenty of opportunity to ride the T.

North (from page 4)

approximately 2.2 million square feet to the area, a little over twice the square footage contained in the Prudential Tower.

On the MBTA side, work has just begun on the raising and reconstruction of the platforms at the station. The platforms will be raised to allow handicapped access; extending the platforms will allow up to nine car trains. The train cross platform will be moved from the head of the tracks to a location under the existing Central Artery. Foundation work will allow future development above

the tracks, with both the MBTA and the City of Boston having air-rights.

Perhaps the most eagerly awaited development for commuters will be the construction of a new "super-station", which will allow riders uninterrupted transfer opportunities among the Orange and Green Lines and the northside branches of commuter rail. Currently transferring passengers must leave North Station, find their way across busy Causeway Street, and then locate a subway entrance. Orange Line riders proceed below-ground, while those waiting for Green Line service guess whether to

mill around the street-level holding pen or climb to the elevated platform above.

The new Green Line will run underground to Nashua Street, where it will ascend to meet the existing track near Science Park. This will open the entire North Station area to sunlight for the first time in three quarters of a century, and hopefully spur development in one of the last neglected districts in downtown Boston.

If all goes as planned these North Station transportation improvements will represent a \$400 million investment well spent.

Marketing (from page 6)

goal that by the end of the fiscal year all calls will be answered by the fifth ring (in two years he hopes to reach three rings).

Currently, according to The Advisor story, 54% of calls find a busy signal and the average wait for an operator once a caller gets through is over five minutes. Hiring and training new personnel to handle calls is a slow process and the key hurdle blocking improved response according to Waddell.

Among other department goals for FY90, the new marketing chief speaks enthusiastically about the "Culture Loop", an effort to increase off-peak ridership by creating a better connection between the T and cultural and/or sports activities. A monthly theme, anchored by a major

event, will include special offerings by local area businesses for T passholders. For example, the theme for a month is museums and a special show at the Institute of Contemporary Art is designated the anchor event. The T would approach Back Bay Business Association to market the event as a package in which these businesses might offer something to T passholders (such as a free appetizer at a restaurant) during the period of time that the special show is taking place.

If the speed with which the visitors' pass came into being is any indication of how fast Mr. Waddell works, the T's "Culture Loop" is right around the corner.

Riders must make their way to Watertown Square, which is "temporarily" (since 1969) unserved by the Green Line. During the first leg of the journey, travelers pass through gracious neighborhoods of charming New England Colonials and pleasant little squares. Eventually, though, the route passes under Route 9 and follows a main thoroughfare in the Twilight Zone. Along Needham Street (which turns into Highland Avenue once in Needham) are some of the best strip malls east of Route 66. Dozens of discount stores await the shopper, while a conveniently located McDonald's can revive the overwhelmed. For those who can persevere, a true treasure awaits: the New England Mobile Book Fair, which for years has been providing locals with every book imaginable (at 20% off). An amazingly cheerful and knowledgeable staff await you. Grab your credit cards and come on down. Unfortunately the 59A operates only on weekdays, so those not of independent means may be forced to take the carbon-copy 59.

Sixty-nine percent of T bus routes average 1000 or more riders per day. Only 11% check in with fewer than 500 patrons on a typical day. So take advantage of the plentiful seats on these "lost" routes and explore some of the district's most well-hidden treasures (and help reduce the T deficit as well).

Voyage (from page 2)

either the Harbor or Marine Industrial Parks. The shrine to Our Lady of Good Voyage and her church are nearby, for those who are shaken by the trip over the channel on the Congress Street bridge.

Tourists, for some reason, enjoy walking in neighborhoods where real folk live. One of Boston's most vibrant neighborhoods is Southie, which can be viewed best from a comfortable seat on a route 5 bus (average daily ridership 353). Departing Andrew Station, the bus chugs past the McCormack and Old Colony Housing complexes, past the Boys' Club and then into Perkins Square. The route

continues along bustling East Broadway, where visitors can get a variety of food and souvenirs. Lucky riders may get a driver from the area to point out the "in" spots. Much of South Boston still looks and feels like it did in our fathers' and grandfathers' time, somewhat successfully avoiding the relentless prettying up that has occurred all over the City in the last decade. Highly recommended for those who want to get to know the real Boston.

Sociology buffs who enjoy jarring clashes of lifestyle should go west and ride the 59A (average daily ridership 201). While not nearly as popular as its brother, the 59, the 59A is definitely worth a trip.

SHORTRUNS

Heat Stroke.....Hallucinations plagued hundreds of Orange Line riders on July 20. Many claimed there was no AM rush hour service between Oak Grove and Back Bay stations. But, according to MBTA daily service statistics for the 20th no trips were missed on the Orange Line.

Sunburned.....Frustrated Framingham line riders acquired a good burn July 20 thru 26 as routine maintenance by Conrail triggered a series of fiascos and less than routine service by commuter rail.

Summer star.....T Manager

of Revenue, Mike DeAngelis, was spied personally escorting two lost tourists onto the Orange Line one day with explicit instructions on how to get back to Harvard Square.

Sand Castles.....When ground was broken for the new South Station back in 1979, it was expected that the building and parking structure would be complete by 1985.

Summer Romance.....T commuters have good words for the new-to-service 8900 series of RTS buses. The high backed, padded seats

actually accommodate real size people without the forced intimacy imposed by the T's basic bus fleet. In addition, improved suspension allows commuters to read without their eyeballs vibrating.

Burned Again.....New England Telephone is conspiring to do away with the T Advisory Board. First they list the Board under MBTA-Special Needs so no one can find the number. More recently, they've hired a phantom operator who directs calls for T travel information to the Advisory Board, tying up phone lines and staff.

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